Office Management

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The ABC's of MCD—a Breakthrough in Office Cost-Cutting
How Offices Save with "Do-it-Yourself" Printing
Setting Up an Effective Grievance-Procedure System

Offices have "personalities," too—which of the four basic types is yours? Page 74:

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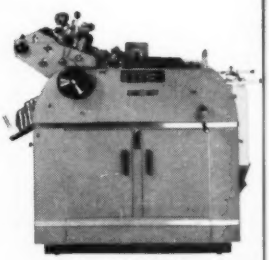

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Office Management

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Office in administrative center of International Minerals & Chemicals Corporation, Skokie, Illinois. It exemplifies "corporate" type of office design in a suburban setting. *See page 74.*

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Coming Events

UUA Semi-Annual Conference, White Sulphur Springs, West Virginia, February 25-26.
Sponsor: Univac Users Association.
Place: Greenbrier Hotel.

CIA Southern Regional Conference. Edgewater Park, Mississippi, February 25-27.
Sponsor: Controllers Institute of America.
Place: Edgewater Gulf Hotel.

AMA Electronics Conference. New York, February 29- March 2.
Sponsor: American Management Association.
Place: Statler Hotel.

OMAC Business Show and Seminar. Chicago, February 29-March 3.
Sponsor: Office Management Association of Chicago.
Place: Conrad Hilton Hotel.

NOFA Conference and Exhibit. Atlantic City, March 11-13.
Sponsor: National Office Furniture Association.
Place: Chalfonte-Haddon Hall.

NMAA Northeastern Divisional Data Processing and Computer Conference. New York, March 24-25.
Sponsor: National Machine Accountants Association.
Place: Statler-Hilton Hotel.

LOMA Debit Insurance Forum. New Orleans, March 28-30.
Sponsor: Life Office Management Association.
Place: St. Charles Hotel.

Southern California Business Show. Los Angeles, March 29-April 1.
Sponsor: National Association of Accountants, Los Angeles Chapter.
Place: Ambassador Hotel.

RSPA Spring Meeting. Chicago, April 5-8.
Sponsor: Railway Systems and Procedures Association.
Place: Morrison Hotel.

NICB 8th Annual Atomic Energy Conference, New York, April 6-8.
Sponsor: National Industrial Conference Board, Inc.
Place: Waldorf-Astoria.

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Latest in business one-upmanship—secretaries from England

ARE YOU THERE?

Don't be startled if these words greet you the next time you call that billion-dollar corporation down the street. You haven't been mis-connected with Nottingham. It's only the corporation's way of showing how up-to-date it is.

Seems the latest gambit in management one-upmanship is to hire English secretaries. According to what employment agencies tell us, many American businessmen now consider it chic to have a British voice answering the phone. Ducedly clever, eh wot?

It has reportedly become so easy to place English secretaries in American offices that two London firms have begun training girls specifically for export. Bicycles, woolens and stout, move over!

One can only wonder where it all may lead. Management has finally adjusted itself to the coffee break. Must it now brace itself for a tea break, too? What about personal phone calls? It's one thing if your secretary dallies on the phone for five minutes while her boy friend asks her for a date. It's another if Miss Harrington-Phipps calls London to find out what's new with Leslie, Reggie, Harry and Will.

Of course, by the time things get to that state, our avant-garde companies will have gone on to more exotic things. For receptionists they might hire polite soft-spoken Japanese girls in elegant silk kimonos, or perhaps the times will call for rosy-cheeked Alpine types with braids and embroidered blouses.

Frankly, none of this seems likely. Most companies seem eminently satisfied with the efficient and attractive secretaries they've been employing right along, even if they are just "ordinary" Americans. Any other way somehow, just wouldn't quite seem cricket. *Cheerio!*

Robert M Smith

Editor

Management has finally adjusted itself to the coffee break. Must it now brace itself for a tea break, too?

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Part I

THE ABC's OF MCD— BREAKTHROUGH IN OFFICE COST CUTTING?

Management engineer says Master Clerical Data avoids psychological "defects," and costs less than film analysis

By S. A. BIRN
President, Serge A. Birn Company
Louisville, Kentucky

ONE strange phenomenon observable in many companies today is that although they give more and more attention to the problem of cost control, they *lose* more control over costs in the process! This results from the fact that labor costs have changed—and are continuing to change—in nature as well as degree.

While management's demand for more operating information, and the customer's demand for better service, has resulted in a steady increase in the number of "white collar workers," methods improvement (the ultimate of which is complete automation) has reduced the number of "blue jean workers."

Just last year, in fact, for the first time in history, the number of people in the United States who could be called white collar workers exceeded the number of blue jean workers by a slight amount. There is no foreseeable change in this trend.

It does not take much observation to know that where labor cost is concerned, many managements think in terms only of the man at the machine. In the past, the white collar worker was in the minority and was something to be carried on the books as "overhead," with the cost of his services looked upon as a necessary evil.

All of management's cost consciousness has been directed at the factory, and the fact that the former dog is now only the tail wagging the dog, has largely escaped attention. In many businesses, the largest source of labor cost – clerical – is given little or no attention. These costs are literally "out of control."

Well, how does one control cost? You control cost only as well as the quality of your work measurements will permit. Frederick W. Taylor, the father of scientific management, stated these precepts decades ago, and nothing we have learned since has served to change them in any way at all.

Office work is measurable

What has this to do with control of labor cost? Simply this: if labor costs (and let's understand that we are now talking about clerical labor costs) are to be brought under control, they will be controlled only to the extent that clerical activities are measured and performance standards set (as management has been doing in the factory for decades). Let's forget all the platitudes such as "office operations are too complex"; "you can't measure thinking"; "office operations are not repetitive" and "our work is different." Experience has proved that, regardless of the activity involved, office work is no more difficult to measure than

Time study techniques can have an unfortunate psychological effect on office workers.

Under MCD system, cost analyst arrives at understanding of employee's duties through interviews with employees themselves.

In essence, MCD means totaling time values for elements of clerical tasks

factory work, and that it is measurable in about the same proportion – 60 per cent to 70 per cent. How many factory operations are there with 70 per cent direct labor standards coverage?

Of course, management must also ask the question, "Would not a program of office and clerical work measurement create employee-relations problems, and thus defeat the purpose it was intended to accomplish?" Many managements have asked this question and have rejected an office standards program on the assumption that it would. Frankly, there is no evidence to indicate that they have made a wise decision. Sound and well-directed work measurement need not create any human-relations problem. And if the proper techniques are used, need they result in anything but a more harmonious relationship between workers and supervisors, and supervisors and management?

Master Clerical Data—a break-through?

Much of the reluctance felt by the average office to investigate clerical cost-control programs has stemmed from the elaborate, time-consuming, and expensive methods used in the past to set up the proper time standards for various clerical tasks. The two traditional methods of establishing a clerical cost reduction program have been based on either time study (in which the actual time taken to perform a given task was measured with a stop watch, and then evaluated against the analyst's judgment of the employee's performance), or with motion picture analysis. In the latter, carefully worked out standard times for various body motions were determined and then laboriously totalled to arrive at time values for given clerical tasks.

Our company has avoided using either of these two approaches, feeling that each has basic disadvantages. Time study has an unfortunate psychological effect on office employees, we feel, and has weaknesses too, in that the standard arrived at depends to a large extent on the subjective judgment of the analyst making the study. Moreover, unless the employee's job duties are analyzed first to eliminate any unnecessary steps, time study does not lend itself readily to methods improvement.

The trouble with film analysis is that it takes too much time and its costs are high.

We approached the problem by using Methods-Time Measurement (MTM) as a basis. MTM is a predetermined time system which has carefully worked-out standard times for all manual and body motions. These were matched against motions inherent in any given type of human labor. This has one great disadvantage in clerical work – it takes a long time to arrive at a standard for clerical tasks, and since the analysts' costs are relatively high, this makes it also an expensive project to put into effect.

However, time standards for each of the minute body motions covered in MTM have proved over the years to be accurate. (More than 3500 companies use it here and abroad). Why then, shouldn't it be possible to combine each of these proven motion-time standards into total times for elements of clerical work? In other words, if one knows the time values for each of the *motions* involved in each element of a simple operation, why not just total these time values to arrive at predetermined times for complete elements of clerical work.

This is the approach we have used in setting up clerical cost control programs for various companies, and we have proved it to be valid. Many of the companies which have used this approach have been able to set up in a relatively short period, clerical cost con-

Some tasks are simply not measurable, such as creative work, and should not be made part of an MCD study.

trols which have reduced their total clerical costs as much as 20 to 30 per cent.

We call our technique Master Clerical Data (MCD) The success of this technique can be readily seen from the fact that in just three years, such companies as Seagram's, R. J. Reynolds Tobacco, Carrier, Genesco, Aetna Life, Allied Chemical, and others have installed or are installing MCD. Current installations include such a giant as Renault in Paris, and a small company like Precision Steel Warehouse, Inc. in Franklin Park, Ill., with just 20 office employees.

In none of these installations has there been one instance of a human relations problem or "grievance," if you will, as a result of measurement. In *factory* installations covering a like number of people, dozens of grievances would certainly have resulted. Our firm assigns this excellent human relations atmosphere, not to the MCD technique itself, but to the method by which it is applied.

What is MCD?

From the preceding paragraphs it can be seen that MCD is simply a catalogue of all the *elements* of work required to perform office and clerical operations which do not involve "creative" thinking. It *does,* however, cover simple thinking such as mental arithmetic. Application of MCD consists first of determining *what* elements are used by the worker to perform his task, and second, the frequency with which they are performed. Then by simple extension of the element frequencies, the time for doing the job can be readily computed.

Of course the analyst must be first trained in Master Clerical Data. He must learn to break down the clerical job in its elements – and to locate the right elements in the "catalog." Any good Systems and Procedures analyst (or industrial engineer) can be readily trained in the technique.

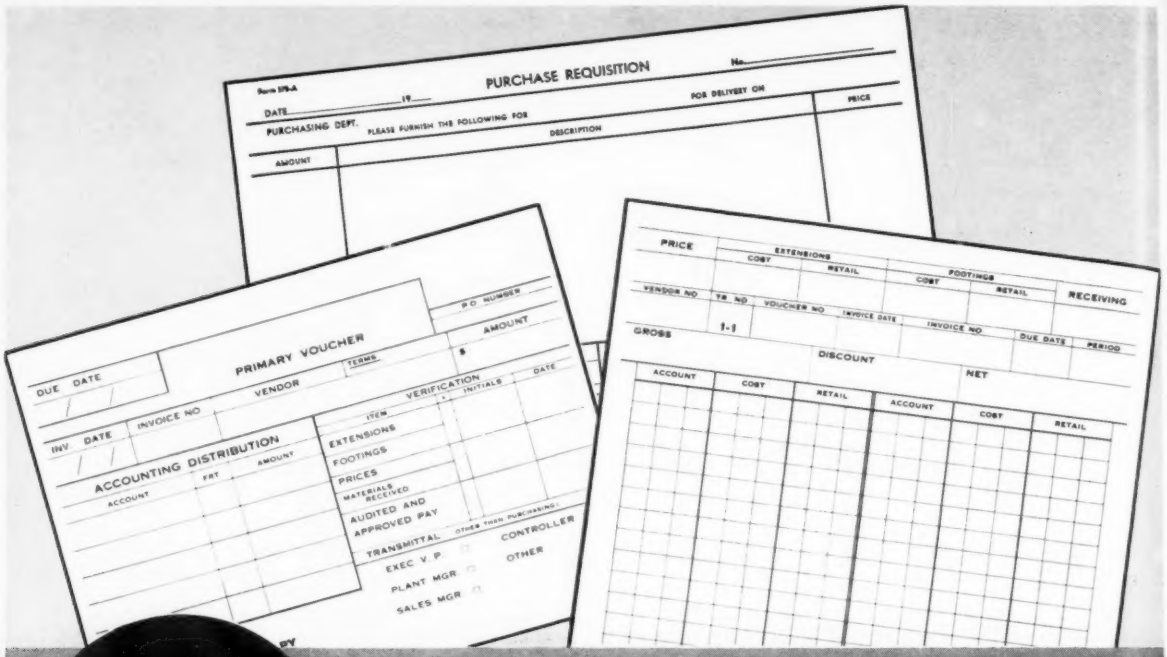
Just now, Master Clerical Data time values are expressed in "TMU's" or time measurement units, as is basic MTM. One TMU equals 1/100,000 of an hour. Thus, there are 100,000 time measurement units in one hour. This actually makes for simplicity in the conversion of time standards into hours. Incidentally, these carefully worked out MTM time values have been thoroughly validated by the MTM Association for Standards and Research, a non-profit group made up of industry, university people, and consultants to "police" the proper use of the technique.

As previously mentioned, Master Clerical Data values are based on the total time values for combinations of motions representing complete clerical work elements. Thus, the act of stapling together two pieces of paper, which under conventional MTM would be described as *six* separate motions, each with its own time value, is represented as a *single* operation under Master Clerical Data. MCD gives *one* time value based on the total time of the six component motions.

In this way, most routine clerical tasks can be described in terms of a few steps, instead of the great number of steps that would be involved in the much more detailed, conventional Methods Time Measurement approach.

Thus, to arrive at the total time that *should* be taken for a clerical task, it is only necessary to see what general actions are involved in that task, select the appropriate time value worked out in Master Clerical Data for each action, and arrive at a total time span for performing the entire task.

Next month Mr. Birn discusses practical applications of the various theories presented.



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LIGHTING IS MORE THAN JUST "BRIGHTNESS"

Glare, contrast and size of light source must also be controlled to assure maximum performance benefits

By GEORGE P. WAKEFIELD
Chief Engineer, The Wakefield Co., Vermilion, Ohio

FOR PERSONS of about equal age and eyesight, the basic visibility of any office task is determined by its size, its contrast and brightness in comparison with its immediate background and its surroundings, and by the length of time it is seen. In general, an older person needs more light than needed by a younger person to see an object equally well. That same need for increased light applies also to anyone of any age who has faulty vision.

Size is exemplified by the heading on this page compared with the line now being read. You might be able to read the heading by moonlight but this line would be a blur. The type here is clearly visible because of its sharp *contrast from its white background*. If the type were light gray it would not show up as sharply. We see by contrast. As to time, this sort of reading is leisurely and easy compared with flipping *fast* through a block of small record cards. So much for basic visibility.

Whether office work is easily and comfortably visible likewise depends upon the amount of light (measured in footcandles) falling upon it, the direction from which the light comes, its freedom from direct glare into the eyes, and the degree to which all surrounding objects have good brightness balance. For example: the glare from an unshielded window or a lighting fixture that is too bright on the bottom makes office work hard to see, and can make it doubly hard if reflected back from glossy paper or a shiny desk top or office machine. Such a light source is also out of brightness balance with the other objects within view.

Only a few years ago, the office worker wearing a green shade to protect his eyes from the direct glare of a brilliant dangling electric bulb was a common sight in business. But the shade didn't shield eyes from the pinpoint of glare reflected back from the work. That kind of illumination also produced sharply defined shadows, producing harsh contrasts to distract the eye from the task in hand. Gradually we learned that the bigger the light source, the less glare whether direct or indirect, and the fewer the confusing shadows. Luminous ceilings, developed largely within the past ten years, put that principle to work. Since such a light source provides illumination from overhead, going in all directions, it isn't necessary for office personnel to twist and squirm to get better light or to avoid too-bright spots.

Nowadays, the goal of the conscientious illuminating engineer is to produce a visual environment for indoor seeing in which there is

Maintenance of luminous ceiling is accomplished by sliding plastic panel aside.

a minimum of hindrance or distraction from any of the "luminous" elements in the office. Luminous, according to Webster's New World Dictionary: "Giving off light, bright." Every object within range of our vision either produces light or gives off some light by reflection. In an office, a window or light fixture represents light production. Every object seen in the office reflects some of that light or you wouldn't be able to see it. The amount given off determines its brightness. Engineers measure brightness in footlamberts. In general the darker the color and rougher the finish, such as matte finishes on office machines, the lower (duller) the brightness. When the color and brightness of an object are close to that of its background, we have difficulty in picking out the general shape and details of the object. In nature that's called protective coloration, such as the green katydid, hiding in plain sight against a green leaf.

	Kind of Work	Brightness in Footlamberts	Reflection factor	Footcandles required
EASY	Price tag—ink	2.36	.76	3.10
EASY	No. 2 pencil on tracing paper above a blue print	3.88	.59	6.58
DIFFICULT	Shorthand copy—No. 3 pencil	60.5	.79	76.5
DIFFICULT	Fifth carbon copy	70.7	.53	133.
MORE DIFFICULT	Thermographic copy of poor quality	371.	.63	589.
MOST DIFFICULT	White line on a blueprint with tracing paper overlay	3000.	.59	5090.

Recommendations for Offices

(Minimum on the Task at Any Time)

Cartography, designing, detailed drafting	200 fc
Accounting, auditing, tabulating, bookkeeping, business machine operation, reading poor reproductions, rough layout drafting	150 fc
Regular office work reading reproductions, reading or transcribing handwriting in hard pencil or on poor paper, active filing, index references mail sorting	100 fc
Reading or transcribing handwriting in ink or medium pencil on good quality paper, intermittent filing	70 fc
Reading high contract or well printed material, tasks and areas not involving critical or prolonged seeing such as conferring, interviewing, inactive files and washrooms	30 fc

Research and evaluation

Particularly during the past twenty years, we illuminating engineers have paid more attention to brightness control and the other factors, apart from the amount of light, that are related to comfortable seeing. During that time the Illuminating Engineering Society has noted that most offices are underlighted, and from time to time has recommended increasing the number of footcandles. Since 1950, a project has been under way, independently supported by the Society's Illuminating Engineers Research Institute, to establish a system of evaluation that would show scientifically how much light is required for the performance of certain types of work, including most kinds of office tasks.

The Research Institute gave the assignment to Dr. Richard H. Blackwell, director of the Vision Research Laboratories at the University of Michigan. He organized a research team. Last year, the Blackwell report received the approval of the Society, and the findings are now in its recommendations. The research was in the field of *visibility only*, as touched upon here at the beginning. It did not take into consideration any of the other factors mentioned, that make seeing easy, or difficult. Determination of the amount of light needed was the sole objective. In general the findings showed that low light levels are good enough for easily seen tasks, and that the Society's previous recommendations for the light needed for most office work had been too low.

In thousands of tests, the team of specialists exposed a series of lab "targets" of different sizes and brightness to the view of many indi-

Good visibility in the office depends upon the amount of light, the direction from which light comes, lack of glare, and the degree to which office objects have good brightness balance.

viduals, with wide variations in the time exposed. The targets and tests were designed to show the varying degrees of difficulty encountered by different observers in seeing the same objects under different conditions. Analysis of the reactions to these tests, in which University of Michigan students cooperated, proved that varying tasks which are equally difficult to see, require equal amounts of light. Knowing that, Dr. Blackwell concluded that the illuminating engineer who knows the amount of light necessary to perform a certain visual task will be able to "specify the amount of light required by another task equally difficult to see."

In order to apply the known to unknown visual work, an optical instrument, called the Visual Task Evaluator, was developed in the laboratory. Its optical adjustments can bring any object viewed down to bare visibility or to "threshold." The threshold point is the same as that already determined by student

The larger the light sources, the less glare—and fewer confusing shadows.

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AUTOMATION IN THE OFFICE

Since the appearance of the first discussion on the subject of Automation in the Office in the August issue of 1952, OFFICE MANAGEMENT has published articles on Automation on a regular basis to keep the office abreast of everything new on this modern technique. Here are some typical ones:

JUNE 1959

New programming approaches continue to simplify computer applications
—Robert M. Smith

"Total systems" approach to integrated data processing pays off for Seagram
—Joseph C. Blunt

JULY 1959

Automation opens new horizons through new developments in first half of 1959
—Robert M. Smith

Automation will completely change office growth, work patterns, NOMA hears

AUGUST 1959

Automatic programming-what does it offer, how does it work?
—Robert M. Smith

Computer centers across nation continue to widen services to small business
—Gerald Cook

SEPTEMBER 1959

Automatic programming-what does it offer, how does it work?

OCTOBER 1959

"What's Ahead in Automation for the Nation's Smaller Offices?"
—Robert M. Smith

NOVEMBER, 1959

Visible Record Computer Adds "New Dimension" To Banking Automation.

AMA speakers report—Automation will raise Status of Office Manager

DECEMBER, 1959

AMA speakers report—Automation will raise Status of Office Manager

WHAT IS AUTOMATION IN THE OFFICE?

Automation in the office is the use of the rapidly multiplying new systems developments and facilities of electronics to synchronize the functions of separate units of equipment into an overall operation. Importantly, while it can and does employ the latest in electronic computers and other new devices, it does not necessarily call for costly or experimental types of machines and equipment. Equipment presently in use in every modern office in America can be geared in one way or another to Automation.

As new progress is achieved and case histories are reported, OFFICE MANAGEMENT will carry the great story forward.

OFFICE MANAGEMENT

The Magazine for Management Executives—Since 1940

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testing for a comparable object under the same seeing conditions. Therefore, the new seeing task can be matched with one already known, and the illuminating engineer has scientific proof that an equal light level is needed for performing the new task.

Fifty-six seeing tasks commonly found in business offices or manufacturing operations were put under test by the researchers. The findings showed that a reduction of illumination requirements is possible in some cases but in the main there is need for more footcandles of light in offices. The chart on page 16 evaluates typical reading tasks from the standpoint of their brightness, their reflectance, and the footcandles required. They range from easy to difficult to see.

New standards

Construing these exact, laboratory figures into practical application in offices, the Illuminating Engineering Society's new standards, as established in 1959, are charted on page 16.

These figures are neither startling nor revolutionary to office executives who have been maintaining good lighting levels in their own offices and who have observed installations in other offices that run well above 100 footcandles. Particularly in the past two to three years, many office lighting installations have provided 150 footcandles or more, while modernized offices have doubled or tripled the amount of light formerly provided, and have also paid attention to shielding and control of brightness for the comfort of employees.

High output lamps developed

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(*To Page* 38)

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HOW TO PLAN WITHOUT "PLANNING"

A practical approach to this important subject (for the man who secretly hates it)

By CHARLES WILLIAM PHILLIPS and BARBARA ANN DOOLEY
Kollsman Instrument Corp., Elmhurst, New York

IF YOU'RE anything like us, "planning" is not a word that "sends" you. There's something "cribbed, cabined and confined" about the word. If you feel the way we do, you see a tall, gaunt man when you think of a "planner," slide-rule in one hand, a compass in the other, icily glaring out at a world that just won't behave rationally. His father was an IBM 705 and his mother a UNIVAC. He couldn't possibly have had any brothers and sisters: they would never have allowed him to "get this way!"

Anyway, this is the way you feel if you agree with us that our complex society seems to be mass-producing people who can't be spontaneous because they have even less individuality than a dish of stewed prunes—people who can't be themselves because they can't find the "selves" they ought to be. We're thinking about the people who are so well-adjusted that they've nearly ceased to exist.

It's no wonder that some of us get a secret delight out of seeing some well-planned scheme "make like a Vanguard." We enjoy seeing the growing edge of life creeping through the neat white tiles of the perfectly-planned pool. We just can't resist being unpredictable, after listening to a psychologist talking about "Predicting Human Behavior." And we hate the man who wants to straighten the Leaning Tower of Pisa.

"Planning," to us, anyway, has about as warm a feeling to it as standing on the corner in the middle of January waiting for the bus that's always late.

Still, planning isn't all bad. It has its place. We may well shudder when we think of the well-planned automaton arriving home at night in his well-planned suburb and being driven by his well-planned wife to his well-planned "home," to be greeted by his children who are, happily unaware of their well-planned futures. But, without planning we'd actually have less freedom, in many areas of life, than we now have.

Ask any Sunday driver whether or not he wishes someone had done some really good highway planning a few years ago—so that, today, he might move more freely to wherever it is he wishes to go. Ask nearly any wife if she doesn't wish her husband had done some planning before he tackled that household repair. (Ask her after she's had to walk upstairs for the third time with some tool he forgot to take with him.) She'd like to be free to do other things.

Life has, indeed, a way of laughing at the "planners." But it also

A conference lacking definitive goals will be a conference without results. Successful, vigorous planning requires the problem to be stated with precision.

has a way of entangling those who refuse to plan. "Chaos," says Gerald Vann, "is the result of action undirected by thought." Those who work in organizations where little genuine planning is done know how hard it is to live with chaos.

Whatever may be said against the compulsive sort of person who simply must live according to schedule—even telephone his friends according to schedule—there is a time and place for planning. But it is important for us to remember that planning should never become an end in itself, only a means to a goal.

And this leads us to the very first thing we have to do when we plan anything. Put simply, it's this: *before we can plan, we have to know just what we want.* We have to have, very clearly in our minds, the goal we're trying to achieve.

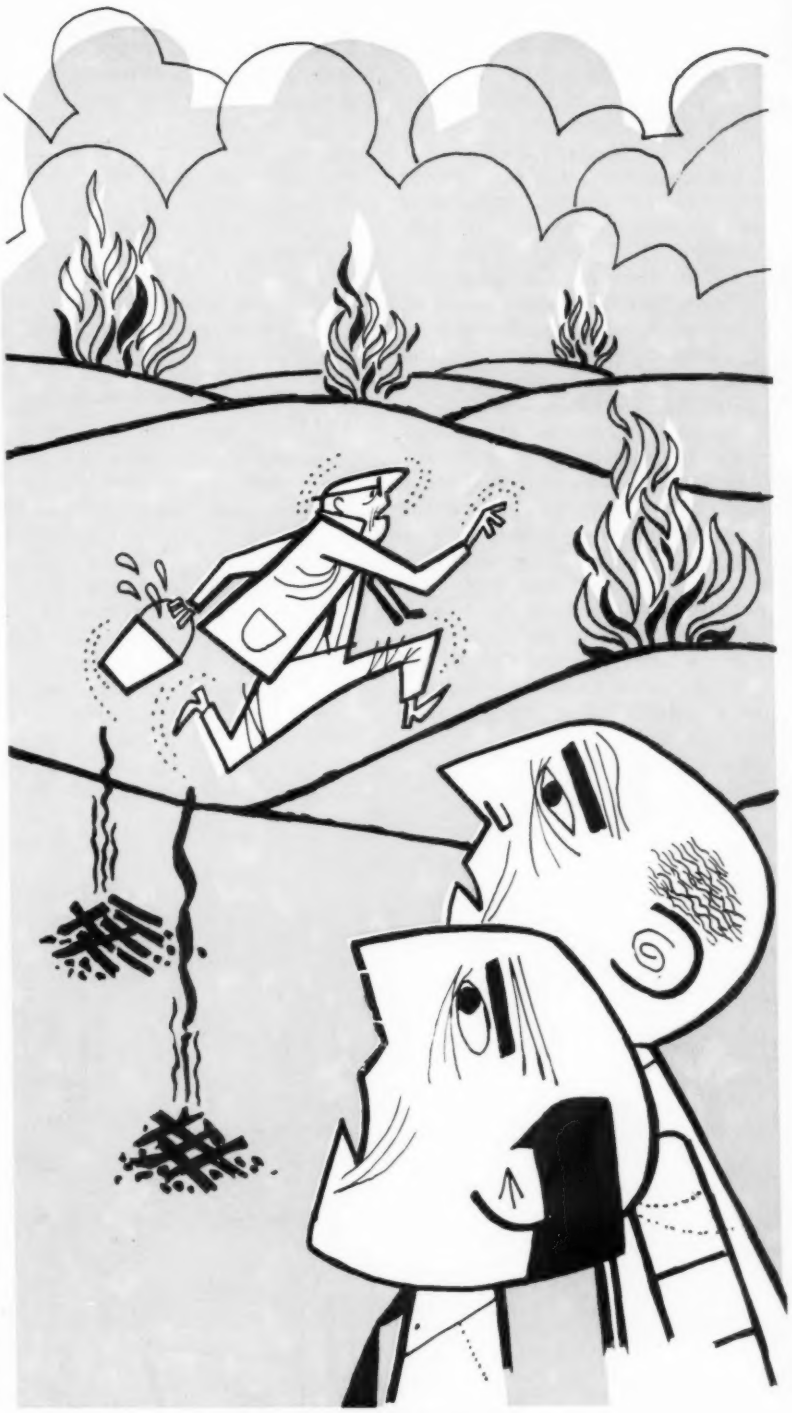
Vagueness Makes Waste

It's simply impossible to plan anything unless you know what you want, where you want to go, what you want to get done.

This is true because—as the noted psychotherapist, Dr. Wendell Johnson, puts it—"You can't get a precise answer to a vague question." If your aims are vague, you can ask only vague questions about how to achieve those aims. If you don't know where you're going, you'd better not ask the nearest policeman how to get there!

This business of stating your aims precisely sounds a great deal easier than it really is. You could, in fact, live rather luxuriously on the interest from the money wasted, in one year, in American business and industry, wasted at conferences which resolve nothing because no one has really made clear just what is wanted! The most painful—and most fruitful—part of planning is stating your problem with precision.

"I want to run a successful department" is *not* what we'd call a good statement of one's objective. Neither is this: "I want to run my department more efficiently." The supervisor who can't get himself off this sort of "Cloud Nine" will *never*—we said *never!—have an* "efficient" or "successful" department. In fact, the efficiency of his group will eventually deteriorate, for the simple reason that he'll be rushing hither and yon, "putting out fires," and



The executive whose goal is put vaguely as "I want to run a successful department" is often the fellow who rushes hither and yon, putting out fires and making everyone nervous wrecks. Author suggests more specific planning goals.

making his people "nervous wrecks" in the process.

No: your objective can't be anything quite that noble—and vague. This sort of objective leads only to frustration, for the simple reason that it can't be reached. And it can't be reached because it isn't anywhere!

It's one thing to have as your aim "running my department more efficiently." It's quite another to want to eliminate some tedious clerical task of copying figures from one document to another. The latter is a "pay-off" objective. The former makes for anxiety.

Perhaps we can put it this way: a plan is a step-by-step method for getting *something* done. If that *something* is up on "Cloud Nine," you'll spend the better part of a hundred lifetimes building even a small percentage of the steps!

It's entirely possible that you'll have to spend more time writing out a clear statement of your objective than you'll spend in the actual planning itself. Sometimes a precisely-stated objective—put in the form of a question—provides its own solution. There's a difference, for instance, between asking oneself: "Do I want to marry this woman?" and asking: "Do I want to *live* with this woman for the next thirty, twenty, ten—*even two years?*"

After you've got your *objective* down on paper, your next step is to look at your *resources.* In other words, once you know *what you want,* you've got to ask yourself. *"What have I got?"*

Four M's of Management

This is where the Four M's of management come in: *men, machines, materials* and *money.* How many clerks do I have? What are their abilities? How fast can they do the work? What office machines do I have available? Do I have the necessary forms? Will the boss let me spend the money I'll need to revamp this procedure?

Once the supervisor begins asking himself this sort of question, he'll soon begin the Fact-Gathering phase of planning. But we'd like to add a word of warning here. Some management textbooks advise the supervisor to "Gather *all* the facts." You'll *never* gather *all* the facts. The idea is to gather *enough* facts to get a good, workable answer. There are no perfect answers.

Now, you're going to have to perform a scandalous marriage. You're going to have to marry the Four M's to the Five W's—What, Who, When, Where, Why. Scandalous, perhaps; but the M's without the W's add up to pretty nearly nothing. Like Men without Women.

In other words, you have to think about Men, Machines, Materials and Money, asking yourself:

(1) *What* is to be done?
(2) *Who* is going to do it?
(3) *When* is it going to be done?
(4) *Where* is it going to be done?

The fifth W—Why?—is a "floater." You should ask "Why?" of each of the other W's. Like this:

(1) Why is it necessary to do this?
(2) Why should Harry do it?
(3) Why should it be done at the end of the month?

The supervisor should ask his people to assist him in planning.

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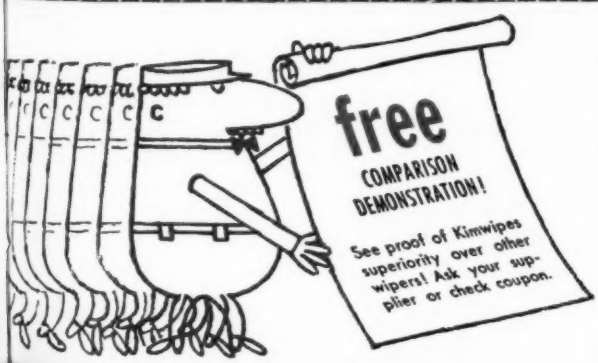

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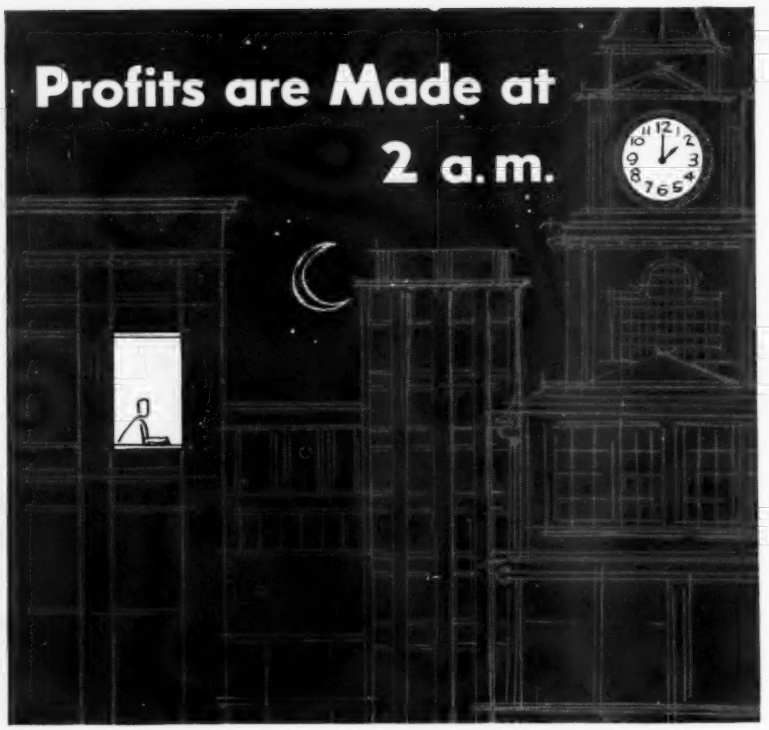

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(4) Why should it be done in this department, anyway?

If you remember Rudyard Kipling's "six honest serving-men," you'll wonder what has happened to "How?" Well, "How?" is on the next step down in planning. It's a later question. But, you'll discover that if you've asked "What," "Who," "When," "Where"—and especially the all-important "Why?"—you'll have a goodly part of "How" already answered.

We've been saying that the supervisor should ask himself these questions. Well, he should. But, he'll be making a grave mistake if he asks them *only* of himself. No supervisor should ever do his planning all by himself. He should—he *must*, if he is to have a group working *with* him, rather than *for* (or even *against* him)—bring his people into his planning function.

The creative spark

First of all, it's only human to want to be consulted. No one wants to feel that he is some sort of pawn, a man without a face. The supervisor should ask his people to assist him in planning. And he should listen to what they have to say. If he asks often enough—and listens often enough—he'll awaken in his people the creative spark that is in every human person. People will begin to supply him with ideas when they feel that their ideas are really sought for—and used!

Secondly, none of us is so all-knowing, so wise, as not to need the help of our people. How often a group of supervisors will get together and decide on a new way to handle some procedure, without consulting the people who actually work with the procedure day-in, day-out. Sooner or later, somebody discovers there are "bugs" in the new way of doing things. "Bugs" that wouldn't have been there, had the working people been asked to express their opinions.

Finally, there are a lot of people who rather resent "plans" and "planners." They positively *like* to see a plan "fall flat on its face." But, people don't particularly enjoy seeing their *own* plans fail. They'll do their best to make them work. If you encourage your people to assist you in planning, they'll work out plans that *will* succeed.

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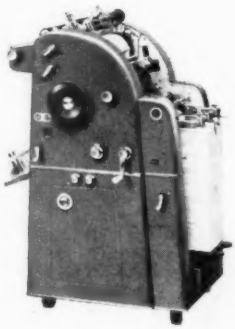

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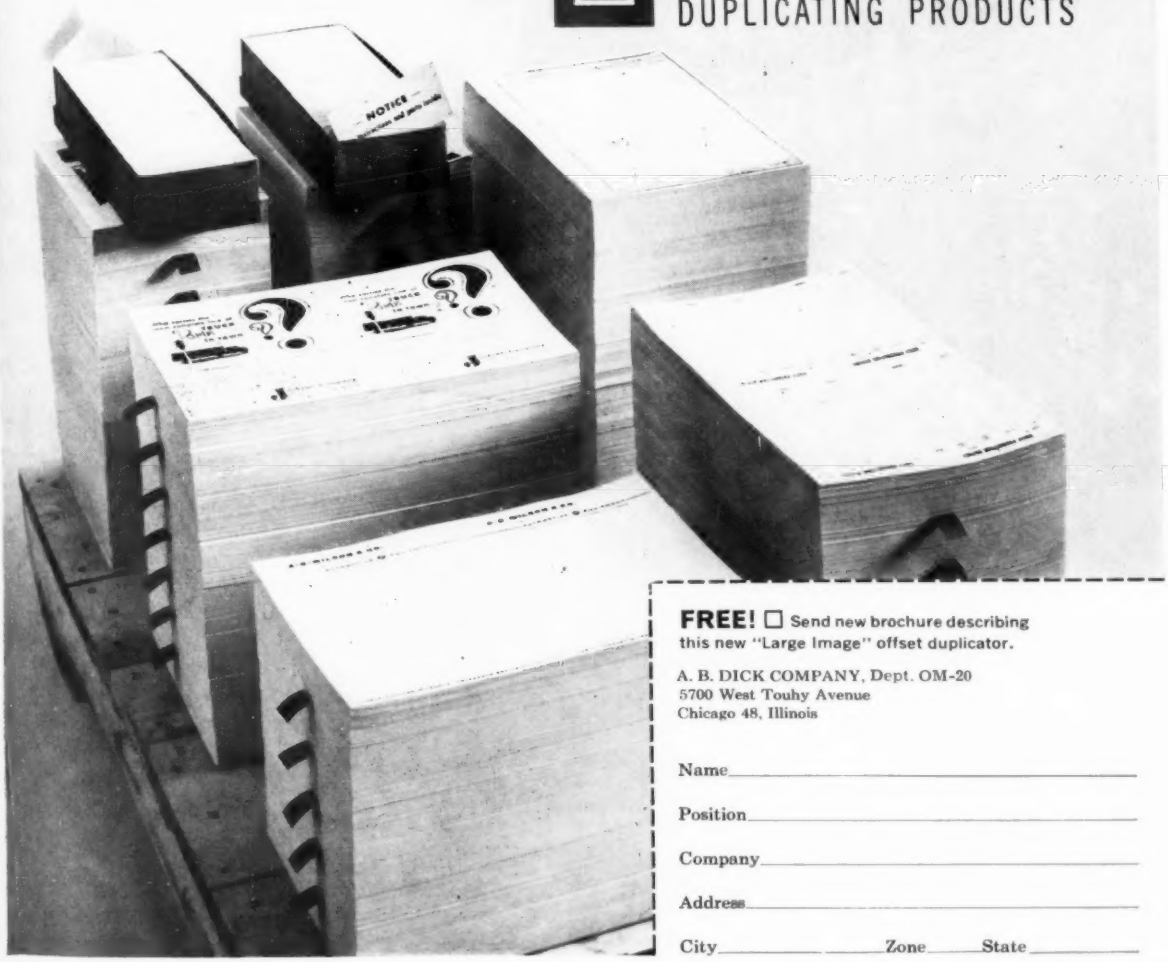

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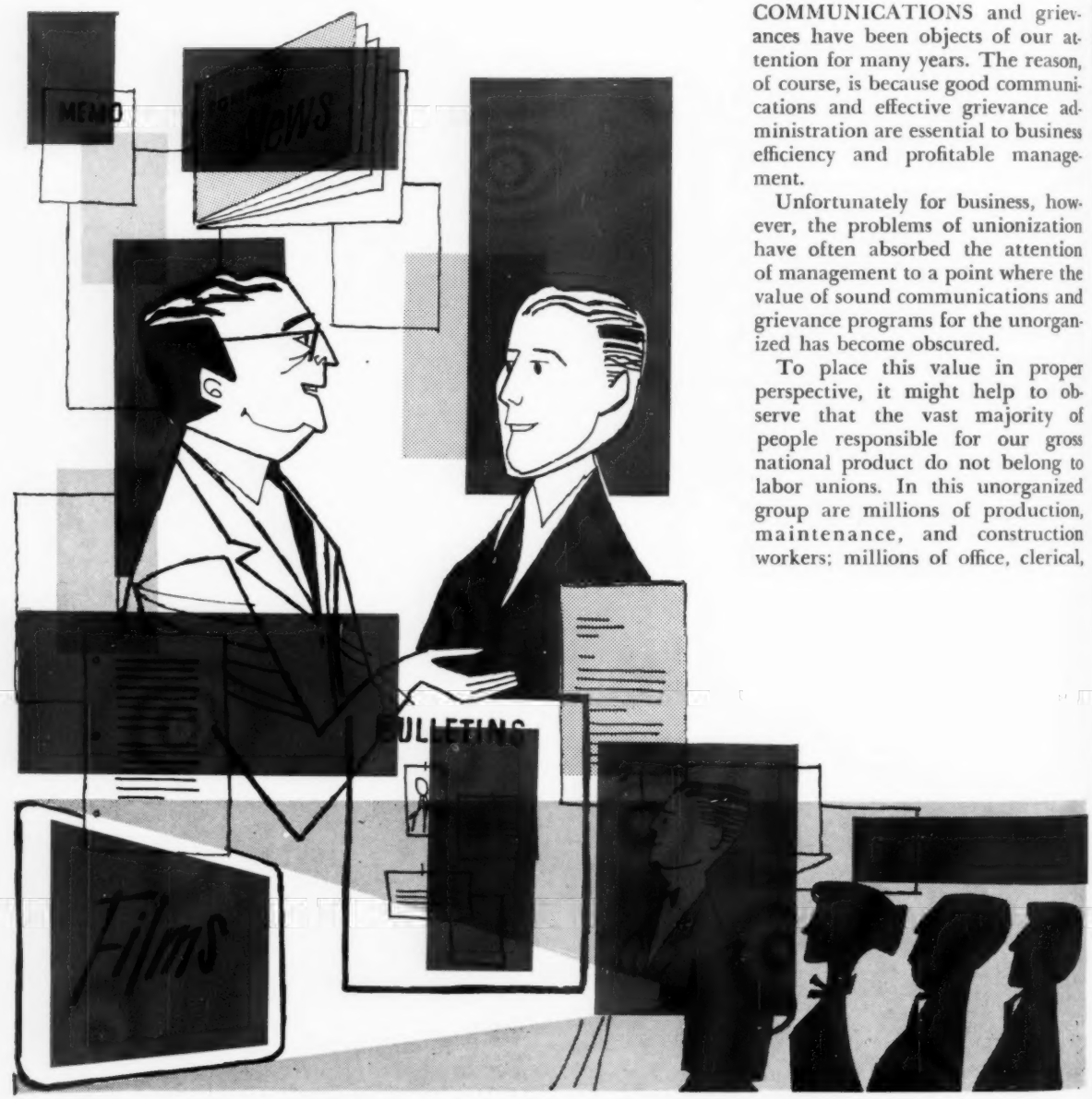
SETTING UP EFFECTIVE COMMUNICATION AND GRIEVANCE-PROCEDURE SYSTEMS

By JOHN B. COYLE
Labor and Industrial Relations Center,
Michigan State University, East Lansing, Michigan



The communications vehicle may take a variety of forms including face-to-face contact

COMMUNICATIONS and grievances have been objects of our attention for many years. The reason, of course, is because good communications and effective grievance administration are essential to business efficiency and profitable management.

Unfortunately for business, however, the problems of unionization have often absorbed the attention of management to a point where the value of sound communications and grievance programs for the unorganized has become obscured.

To place this value in proper perspective, it might help to observe that the vast majority of people responsible for our gross national product do not belong to labor unions. In this unorganized group are millions of production, maintenance, and construction workers; millions of office, clerical,

retail, and technical personnel; and millions of employees in sales, service, scientific, engineering, professional, and managerial occupations.

These are the people who have not organized against management –to date. Collectively, they represent a lot of manpower, an enormous wage cost, and most important, of course, a tremendous potential for profit or loss.

The problems faced by American management in this particular phase of business administration, are actually no more difficult than those which are encountered in many other areas of management. They merely require different tools and skills.

Some companies are more successful than others in the field of communications and grievances, for basically the same reason that some companies are more successful than others in engineering, finance or sales. The reason is management interest.

In my opinion, almost any management group which can succeed in American business today has all the imagination and resourcefulness necessary to successfully cope with its communication and grievance administration problems. The only question is whether they have the wisdom to turn their tremendous energies and talents in this profitable direction.

Human needs must be satisfied

The problem confronting the business manager is, of course, that the profitability of his corporation depends upon the productivity of his employees, and their productivity depends upon his ability to satisfy their human needs while they are at work.

His problem is complicated somewhat, but not seriously, by the fact that while most people have a set of common needs, many have special needs, and all must be reasonably well satisfied–if he is to expect a maximum effort from everyone.

In the field of communications and grievances he meets both of these.

In *communications* he meets the common needs of most people for some degree of economic and emotional security; opportunity for advancement; relatively fair wages; adequate benefits; recognition; status; an explanation for policy changes; and advance information about business developments which will affect any of these. The degree to which these needs exist will vary with the age, education, sex, position, personality, and other differences between individuals – but everyone, at all levels, in all branches of the business, has some need for all of them.

Special needs also exist

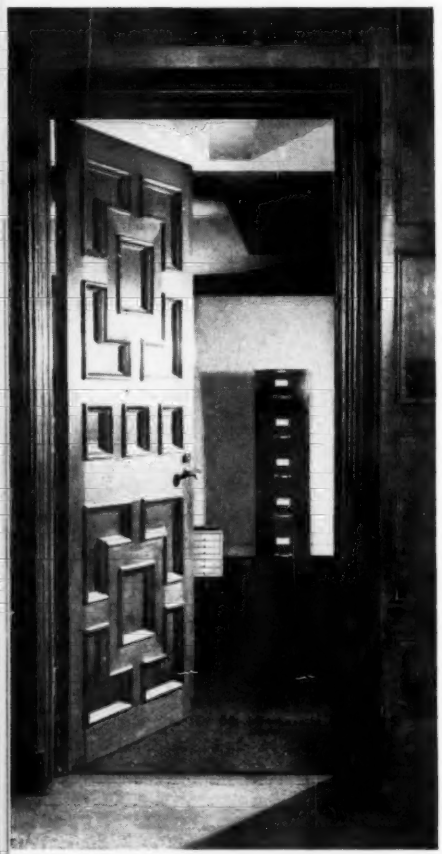
At the same time, in the design of any communications program, he is faced with many special needs for information which tend to exist in relatively small, but very important and expensive groups, such as professional staffs, executive groups, and others whose needs are peculiar to their basic personality and the particular occupations they hold. The salesman will hunger for any information about new product features which are of little interest to the legal, medical, and industrial engineering staffs. The professional groups will want information pertaining to their opportunities for professional development, which will often transcend opportunities for advancement to executive management positions. The needs of engineering and scientific personnel for technical information will be much more intense than their interest in financial reports. And so it goes.

In *grievance administration,* the business manager again meets both common needs and special needs. Almost everyone has a need to express himself freely, to object without fear of reprisal, to feel assured that he can secure a fair and impartial hearing if he should be seriously wronged. At the same time,

Each separate profession within a company requires the communication of special information and ideas.

however, his production personnel may feel a need for a highly organized democratic system, his technical personnel may need a grievance procedure, and his management and professional staffs may have a completely distinct set of needs by virtue of these managerial functions.

To the average businessman, this may sound like a complicated mess which he should either file or turn over to an outside consultant. Actually, it is no more complicated than the problems he faces with customers, stockholders, the general public, or suppliers, in other areas of his management job. It simply requires the design of plans to fit the needs and desires of different groups of people.



Among non-union personnel the "swinging door" policy calls for management to actively search for grievances; to beat a path from the office to the working floor.

In the design of a communications program for unorganized personnel, it will be important to recognize some essential differences between a situation in which employees belong to a union, and one in which they do not.

First of all, where a union exists, a company must face the reality of a political organization, with political leadership having publicity, training, and communications systems of its own, *superimposed* upon the company structure, as the legal representatives of employees, under contract. This naturally gives rise to arguments over who is going to communicate what to whom. This struggle for the right to communicate is inherent in the company-union relationship, and will always exist.

Communications programs

In a non-union situation, there is nobody else who *can* communicate except management. There is no struggle over who shall do the job. There is no concern for the political welfare of a third party. There is no scapegoat who can be blamed for misrepresentation of fact or management objectives. There is no good excuse for conflicting statements. There is no contract. There are no arbitration cases to research. There are no laws to limit management's right to communicate the facts. Management is completely free and completely responsible.

Secondly, in a union situation—for every level of management, there is a counterpart in the union who complicates the communication process up and down the line. In a non-union situation, this complication does not exist. The only one available to handle communications up and down the line is the line manager. There is no substitute for this man, and there is *no one* who can do a better job than he can from his position of *line supervisor.*

With these basic differences in mind, I would like to outline 10 fundamentals which I believe should be the foundation of any communications program among unorganized personnel:

1. Communications to and from employees must be done whenever possible through the proper members of management so that employees have confidence in, and close relations with, their supervisors.

2. Whenever decisions become firm, they should be communicated to the interested people before any action is taken to carry out the decision.

3. All members of management must accept, encourage, and take their proper part in the communications program.

4. Communications to management people and employees must be immediate, and based on fact, regardless of the favorability of such facts.

5. All statements of new or revised policies or procedures must be accompanied by the reasons for same.

6. Management must be informed *first* of any communications going to all employees.

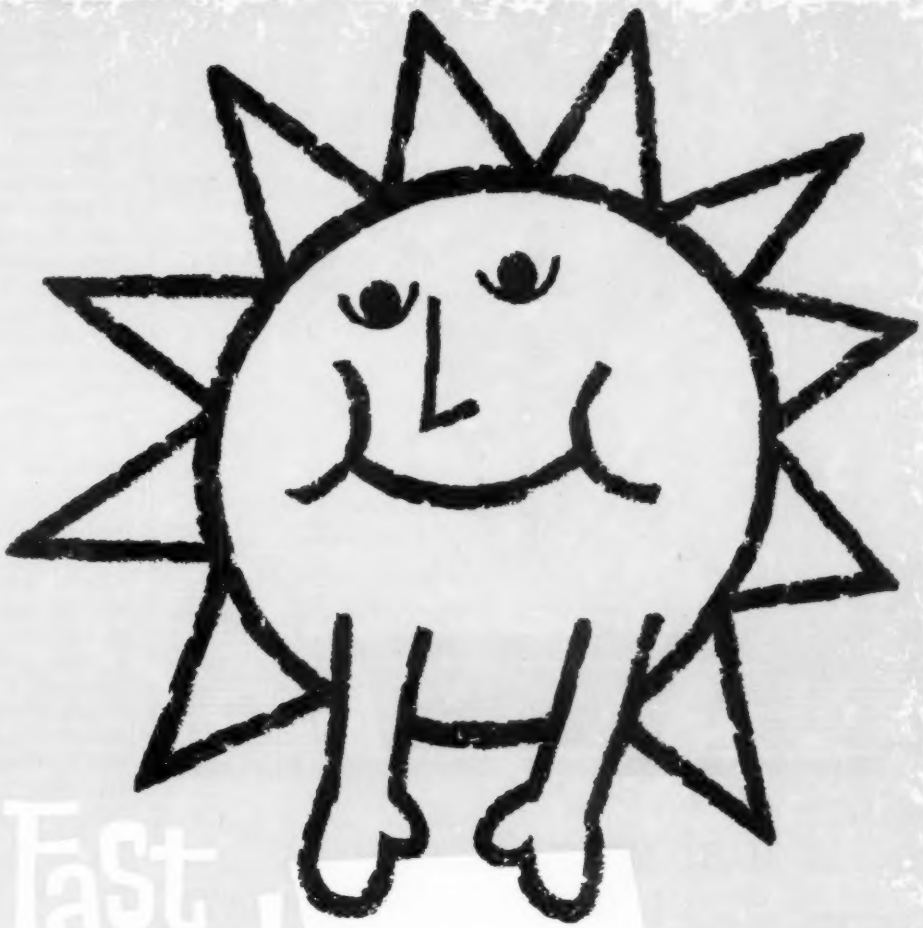
7. All members of management must be given all significant information concerning the operations of the corporation, division, plant, and department.

8. The effectiveness of communications at any level of management will depend on the effectiveness of communications from above.

9. Information must flow regularly from the manager's office to members of their organization in acceptable form.

10. Communications must be integrated into a comprehensive system under centralized direction and control.

Because it is not practical to expect line management to communicate all the information which should be communicated, a variety of devices must be used to support



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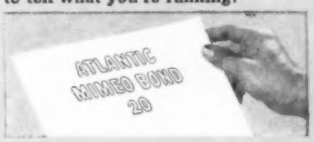

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this stream of information down the line.

Employee newspapers, bulletin board notices, published rules and regulations, employees' handbooks, orientation films, company brochures, management newsletters, and annual reports are examples.

Each of these, along with face to face communications between members of management and their subordinates, is an *integral part of the total communications* program of a company. Accordingly, they must be placed under the centralized direction and control of top-level management in any company.

Compromises will be necessary

Does this mean that a single office will communicate all things to all people? Of course not. This would *relieve* line and staff personnel of *their proper responsibility* for communicating. It merely means that a single office, at a top level, well-informed on matters throughout the company, will insure adequate communicating activity on the part of management personnel, through appropriate media, at effective times, and prevent conflicts in the information communicated.

Such an integration will not necessarily cause bottlenecks in communication, or encumber management people in taking prompt action when and where it is needed. It *will* mean that compromises will be necessary between parties of different primary interests. These communications compromises, however, will be no different than those which are made between engineering, sales, and manufacturing in a matter of physical products to be designed, manufactured and sold. Furthermore, compromises in communications are equally reasonable and necessary to satisfy employees.

Integration offers mutual benefit

Integration does not imply interference for anybody, but rather is for the *mutual benefit* of those who do have responsibility for integral parts of the communications job to be done. The house organ editor can retain his editorial prerogatives; the financial officer can remain free to meet information requirements of investors; the sales department can maintain its contact with potential and actual customers; the

authority of managers to issue orders and directives, can be preserved, and the publicity department can meet its obligations to the press.

The *direction* required for integration is *staff* direction, done through ordinary training and promotion techniques. The control required can be maintained through review prior to publication under *normal conditions, and auditing techniques under extraordinary circumstances.*

At a time when confidence in management is being shaken by union officials, politicians, congressional committees, the public press, and the general public, it is important that management communicate effectively. To do so requires a strong devotion to fundamentals and effective integration.

Needs in grievance field

In communications, the needs of different groups must be recognized and programs must be designed to meet these different needs. This is also true in the field of grievances among non-union personnel. The same plan will not suffice for production, salaried, and management personnel. Since their needs and attitudes are different, they require different plans.

In grievance administration among non-union personnel, the unique problem facing management is *not* finding a solution to grievances. This is a problem common to all companies whether they have a union or not. Naturally, the disposition of grievances will vary between union and non-union situations because of the organized economic strength of unions, but it will also vary with market conditions, the militancy of the union, the contract language, the current attitude of arbitrators, and many other influences, even among organized companies. Therefore, the proper disposition of grievances is not the problem which is peculiar to the unorganized company. Finding out what grievances exist and measuring the seriousness of them *is* its singular problem.

This is a problem in an unorganized group for basically two reasons: first is because of human nature, second, because of existing legislation.

(*For an analysis of these problems see Part 2 next month*)

Mailing scale let you down?

Old-fashioned scales are like old chickens—they get tough or tired. The tough scale underweighs, *and your letters arrive "Postage Due"—annoying your correspondents, and earning ill will for you.*

The tired scale overweighs, *and wastes postage. At 4¢ first class, and 7¢ airmail, a few extra stamps a day can run into a sizeable loss in a year.*

Either way, you can't afford a scale that isn't accurate.

Get a precision Pitney-Bowes Mailing Scale. No springs—but an automatic pendulum mechanism that holds its accuracy year after year. The hairline indicator registers instantly and exactly—doesn't waver. The large chart markings and big figures are easy to read, make weighing faster, easier. Avoid errors, save postage.

Seven models to choose from, including an international rate scale and a 70 lb. capacity scale for parcel post. Ask the nearest Pitney-Bowes office to show you. Or send coupon for free illustrated booklet.

FREE: *Handy desk or wall chart of postal rates, with parcel post map and zone finder.*

PITNEY-BOWES
Mailing Scales

PITNEY-BOWES, INC.
2981 Walnut St., Stamford, Conn.
Originator of the postage meter . . . offices in 122 cities in U.S. and Canada.

PITNEY-BOWES, INC.
2981 Walnut Street
Stamford, Conn.

Send free booklet ☐ *rate chart* ☐

*Name*_____

*Address*_____

"We saved $4,125 the first year with our Monroe Accounting Machine," says John Torizzo, partner of P. A. Torizzo Nursery, W. Hartford, Conn. "This money is helping us build a bigger garden-shop to expand our business. And, with our Monroe, we always get our statements out on time so we get paid quicker."

Through lower accounting costs, Torizzo Nursery enjoyed a 230% profit on the $1,745 they paid for their Monroe. In fact, hundreds of growing companies have invested in, profited with, Monroe Machine Accounting. Why not join them? As little as $750 buys it.

***That's what people are calling their Monroe Accounting Machines;** because Monroes *save money* by lowering accounting costs . . . *make money* by freeing capital to grow on.

FREE CASE HISTORIES

Learn how Monroe Machine Accounting earns more "growing money" for companies like yours. Write:

Accounting Machine Dept. 13
Monroe Calculating Machine Company
Orange, New Jersey

See the MAN from MONROE

for CALCULATING
ADDING • ACCOUNTING
DATA PROCESSING MACHINES

A DIVISION OF LITTON INDUSTRIES

Monroe Calculating Machine Company, Inc., Sales and service in principal cities everywhere. General offices, Orange, N. J.

Use Readers' Inquiry Coupon on Page 88

"DO-IT-YOURSELF" PRINTING—IT COULD CUT YOUR COMPANY'S OVERHEAD

Here are some things to consider in running a print shop

By RAY MARIEN
Forms and Procedures Manager,
Olin Mathieson Chemical Corp., New York

THE NATION-WIDE craze for "do-it-yourself" work is not entirely foreign to the office forms field. For twenty years now most large concerns, and many smaller ones, have been turning to their own equipment for the production of simpler forms. They have discovered the virtues and economies inherent in the small office duplicating department.

Originally many of them began with stencil-type rotary printing equipment. This was by-passed soon after the second World War in favor of the so-called offset duplicator. What is an offset duplicator? Is it any different from a large offset press used by commercial lithography shops? The answer is *yes*, in two ways. First, it's much smaller, generally printing either 8½ x 11-or 13 x 19-inch copy, and second, it's relatively simple to operate. As for the results—well these eyes have seen work come off the small duplicators that is impossible to differentiate from work produced on bigger, more expensive presses.

Registration and color process work are possible on office machines

Equipment and accessories are often purchased beyond their economic justification.

of this type. In fact, one large national magazine located in New York City uses an 8½ x 13 duplicator to run four-color process copies of ads for its customers. The results are beautiful to behold and evidently pleasing to the client who has little difficulty classing them in the same league with the actual magazine ads. The reason this publication turns to "small" offset for this type of work is purely one of economy. They need only a few hundred copies of each advertisement. Imagine the prohibitive cost of producing this on large equipment.

Who can quarrel with the potential of such inexpensive printing machinery when it has a use such as that? The small offset press is here to stay—not only in private industry, but more and more by knowing printers who find it the answer to their short-run problems.

The commercial printer, although slow to accept small offset, is now moving quickly into its profitable orbit. In addition, he's using it more wisely, in many cases, than private industry.

Big companies, whose business is everything *but* printing, have gone too far occasionally in setting up such a department. They have overbought equipment, and have overstaffed far beyond the economical use of such equipment. The result is enough to make a good cost-accountant wince. They keep pouring work into the department simply because the "overhead" is there. They figure that they are paying for it and thus they might as well use it. This shortsighted and rather ostrich-like attitude leads to the antithesis of economy. They end up spending more on internally printed forms than they would if they bought them on the outside. They should pull their heads out of the sand, take a long, calm look at the department and start cutting back, instead of increasing production. They simply cannot compete on long-run jobs, so why not face up to it? It seems far more practical to take a realistic view of such a situation, than to go on emulating the long-necked bird who hides his head in a dune rather than facing facts. Unfortunately, the ostrich forgets that although his head is covered, his derriere is exposed and that it's a mighty tempting target!

Three important reasons

Unfortunately too, not much is being done to prevent "empire-building" in the duplicating departments of major companies. Too many people are prone to forget that *convenience* is a major reason for internal printing. Another fact is the *confidential* nature of the material to be copied. The third, and biggest reason is the *economy* of short-run printing on one's own equipment. Take away these three reasons and there is no cause for a company operated print-shop.

As we said before, the small offset machine, although dubbed a "duplicator," is actually a printing press capable of quality work. It is therefore equally foolish of a firm to buy one of these and entrust it to a dim-witted office boy to run. It's tantamount to giving a Cadillac Eldorado to a teenager. In either case, you're throwing your money away. Unless you can provide a competent operator, *don't, please don't,* invest in a small offset press. If you want mere "duplicating" of letters and notices and the like, buy a small inexpensive hectograph machine. Don't buy the Cadillac and turn the keys over to a juvenile so that he can proceed to wreck it methodically in his uninhibited way!

If you have a need for a small offset print shop—and as we said earlier, most companies do—please remember to treat it like a print shop first of all. Then run it as if you were trying to operate it on a profitable basis. These principles are not incompatible with such an operation. In fact they should be cardinal rules for anyone in the field to follow.

The basic machine of course is the 8½ x 13-inch press. For those who run much 11 x 17 work, these machines come equipped with large cylinders and wider throats on the same chassis. However, they take larger plates and this is an important factor to bear in mind. If you decide to use one of the large cylinder duplicators to run two 8½ x 11 forms side-by-side, you will then need a cutter. Your decision should be based on the economy involved in cutting forms that have been run almost twice as fast on the same basic press (because of the two-up feature) as compared to the smaller cylinder press forms which do not require cutting. It's purely a question of volume, of the number of two-up forms you run as compared to the singles that are of such short run it would be foolish to make a two-up plate.

Larger equipment is available, generally in the 13 x 19-inch size. The problem here is magnified because you *must* have volume to justify the installation of such a press. Remember the criteria you've established. Could a printer keep a press that he used only 5 or 10 per cent of the time?

Yardstick for economy

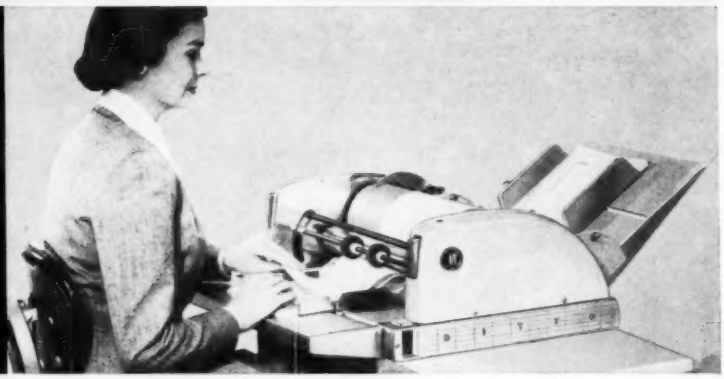
Every time you consider buying an additional piece of equipment, or a larger piece, it must be measured by the yardstick of economic evaluation. If it cannot do the job cheaper, *don't* buy it. This carries all the way through. For example, if you contemplate buying a camera to produce your own negatives for offset plate-making purposes, first think of its annual operating cost including depreciation, labor, supplies, overhead. Then compare that to your annual purchase cost of negatives. If you'll save money by buying the camera—why, do so! If not, keep buying your negatives!

The same applies to a platemaker, to miscellaneous bindery equipment and to collating devices. Always bear in mind the fact that once you *have* the equipment, your usage of it will exceed your "guesstimate." Why? For the simple reason that once you have it on hand,

write
it once...

check
it once...

the rest is
automatic!



DITTO one-writing systems

automatically duplicate all or any part of the information on every form.

Write it once—on a specially prepared systems form. Check it! Then, duplicate it—on machines created by DITTO for fast systems handling. (One-Writing DITTO masters can be passed from department to department—used over and over—depending on your operation.) Carefully designed by experts, DITTO systems are as modern as a mechanical brain—as simple as two-plus-two—as efficient as a Swiss watch. Put DITTO's leadership-experience in systems planning to work for you—mail this coupon today!

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For fifty years the helping hand for modern business

A SYSTEM FOR EVERY BUSINESS OPERATION: From all of the many basic DITTO One-Writing Systems, there's one that can be custom-tailored to fit your needs. It's the fast, sure way to control your paperwork.

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Gentlemen: Without further delay and at no obligation, please:

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- ☐ Have an expert DITTO Systems Representative call on me

Name, Title_____

Company_____

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Sheet protectors of MYLAR® reduce bulk 35% . . . cut replacement costs

You get up to 35% more sheets in a ring binder by using sheet protectors of tough, thin Du Pont "Mylar"* polyester film. Salesmen have less bulk and weight to carry . . . less filing space is required.

Sheet protectors of "Mylar" are tough, long-lasting. "Pull-out" problems at the ring holes are eliminated . . . *replacement costs are cut* . . . sparkling-clear "Mylar" won't yellow or become brittle with age.

Ask your supplier today for sheet protectors made with "Mylar"! For information on other stationery items made with "Mylar", write Du Pont, Film Dept., Room OM-2, Wilmington 98, Delaware.

- REINFORCED SHEETS
- INDEX-CARD HOLDERS
- CARBON RIBBON
- LAMINATE FILM

*"*Mylar" *is Du Pont's registered trademark for its polyester film. Du Pont manufactures the base material "Mylar"—not finished sheet protectors.*

DU PONT
REG. U.S. PAT. OFF.
BETTER THINGS FOR BETTER LIVING
. . . THROUGH CHEMISTRY

DU PONT MYLAR® POLYESTER FILM

you'll find everyone will come to you for certain work they'd never buy on the outside. But, with the equipment on the premises staring at them, they'll give you work for it to your unhappy surprise! This sort of thing *never* justifies a purchase. It's like buying a washing machine for your wife, then having her do your neighbor's shorts just to keep the machine running!

Important item: paper

Paper is another important item in the offset duplicating department. Here too, the opportunity for foolish action takes hold. We have seen companies buy mill-sized sheets and unwrap them, cut them to 8½ x 11, rewrap them and store them for later running, and then pat themselves on the back for being smart! They've saved a few pennies per pound buying it in the large size! Completely forgotten is the cost of the labor for cutting them and the cutting equipment! Plus the time involved and the inferior re-wrapping as compared to moisture-proof ream packaging, the effect of humidity on the opened paper and so on!

Use and not *misuse* is the keynote for small offset equipment. Don't use it for a 40,000 run in four colors! We've seen a duplicator tied up for days on just such a job when a large multi-color press on the outside could knock it out in less than a day!

Convenience and economy

Suppose you run a multitude of short-run paper masters, all of the same size and general margins. Don't waste hours on set-up time, fooling around with an ordinary small offset! Buy one with an automatic plate-changer. We've heard of instances where up to 400 mats a day have been run off in quantities of twenty each on such rapid-fire equipment. This is the *only* economical way to do it.

Those are your basic problems if you're contemplating the installation of a company print shop. Ask yourself if it can be justified on all three grounds: convenience, safeguarding of confidential data, and, most important of all, *economy!* Then buy the equipment you need —*if* you need it, and have it operated by skilled hands. The results will be more than gratifying.

Use Readers' Inquiry Coupon on Page 88

NO IF'S... AND'S... or BUT'S – Verifax copies anything you write with!

Makes no difference if you write with ball point or fountain pen, pencil or crayon—a Verifax Copier takes all kinds of writing, typing, and printing in stride. Gives you 5 dry, easy-to-read copies in 1 minute for 2½¢ each . . . copies which are as accurate and long-lasting as the original.

See how Kodak's $99.50 Verifax Bantam Copier outperforms other makes of copiers costing up to 4 times as much. Phone local Verifax Dealer (see "Yellow Pages" under duplicating or photocopying machines), or write Eastman Kodak Company, Business Photo Methods Division, Rochester 4, N. Y.

Prices quoted are manufacturer's suggested prices and subject to change without notice.

VERIFAX BANTAM COPIER
shown above
$99.50 Other models to $425

Kodak
TRADEMARK

Verifax Copying DOES MORE . . . COSTS LESS . . . MISSES NOTHING

Use Readers' Inquiry Coupon on Page 88

Universal KEYTRONIC Sorting Machines

Bring Automation To Volume Sorting

These machines are precision built to sort original forms instantly and accurately. Six models available to handle forms from 2¾ to 11½ inches in width and up to 12 inches in length. Present users report as much as 75 per cent savings of cost and time over manual methods.

If you will furnish information concerning your requirements—methods of sorting, volume, etc., Universal will gladly evaluate your requirements and make recommendations accordingly.

Economy Plus Quality

Speed

Versatility

Simplicity of Operation

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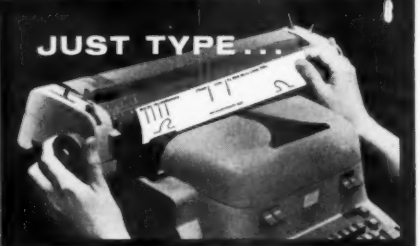
P. O. Box 5183
Columbia, South Carolina
Telephone: SUnset 7-4000

MAKE SHORT WORK OF LONG LISTS!

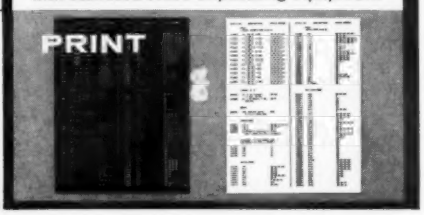
ACME VISIBLE PHOTO PANELS

Just slip in a new card instead of retyping a whole list

Make changes in minutes! Each item on your price or parts list . . . your catalog, directory or index is typed on a separate card. This slips securely into an Acme Visible Photo Panel . . . ready to be photographed for duplicating. No type to set. And, to make changes, just remove old cards, type and insert new ones. No redoing. Acme Visible can also prepare and maintain lists for you. Send coupon for details.



Photograph or photostat panel . . . print with standard office duplicating equipment



ACME VISIBLE

Acme Visible Records, Inc.
2102 West Allview Drive, Crozet, Va.

Please send free booklet on Photo Panels for time saving preparation of directories, catalogs, price and parts list, etc.

Name_____
Title_____
Company_____
Address_____
City_____ State_____

Lighting

(*From Page* 18)

an office and perhaps requires a modification in existing air conditioning. Also, the increased light output can make a lighting fixture uncomfortably bright.

As pointed out earlier, comfortable seeing involves the surroundings, which include much more than the basic visibility of the office task. A cautionary bit of advice must be offered right here: *Do not increase your lighting levels without providing for improved quality of the light at the same time.*

Offices vary so widely in decoration, furnishings and equipment, each absorbing some of the light and reflecting the rest of it back into circulation that no standard rule can be laid down as to the cost of raising a general level of 50 footcandles, as one example, to 100 to 150. This might involve an expenditure for new fixtures, or the increase might mean only a higher output from existing equipment as with the power-groove lamps cited. Dr. Sylvester K. Guth of Nela Park makes the broadly general statement that the increase in cost between 100 and 200 footcandles will vary from ½ of one per cent to three per cent of the total cost of operating a store, factory, or office.

Two reasons for quality lighting

There are two principal reasons for raising lighting levels in an office: *comfort* of office personnel and *improvement in work*. The advantage of the first is obvious in terms of getting and holding personnel. Cases on record show increased production in such tasks as typing and handling business machines when illumination is improved. While I know no study of improvement in accuracy, it is reasonable to assume that better conditions of seeing should eliminate errors due to inability to see work well.

All other factors being equal, improved production and greater accuracy have pretty direct bearing upon the cost of doing business, and in consequence do affect the balance sheet and annual report. It is my belief that higher levels of light will pay for themselves when properly coordinated with other factors that affect seeing conditions in an office.

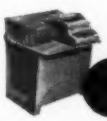
It used to play music . . . now it writes your letters!

Auto-typist record "memory" roll operates the typewriter to write personalized letters . . . by automation!

Remember the player piano and how it played music as if by magic? It was the *roll* with its perforations that played the notes. Similarly, Auto-typist's paper record "memory" roll... heart of the Auto-typist . . . "plays" the keys on the typewriter to write your letters . . . automatically and accurately! Auto-typist eliminates routine typing and dictation, and is the answer to any volume repetitive correspondence problem.

Auto-typist can be used with any standard model typewriter, and one person can produce 100 to 125 letters a day . . . 3 to 4 times normal manual typing output! And, it's so simple . . . precomposed numbered letters or paragraphs are perforated on the paper record memory roll, which will store up to 250 lines of copy. Letters or paragraphs are numbered to correspond to push-buttons, then Auto-typist automatically picks them out and types them perfectly! Manual insertions can be made at any time. See how Auto-typist can save you money!

Send coupon for full information, and get your free copy of the new booklet, "60 Best Business Letters" to help you with your correspondence. Covers all types of business.



Auto-typist

American Automatic Typewriter Co.
Dept. 142
2323 N. Pulaski Road, Chicago 39, Illinois
Gentlemen:
Please send me full information about Auto-typist and free booklet, "60 Best Business Letters."

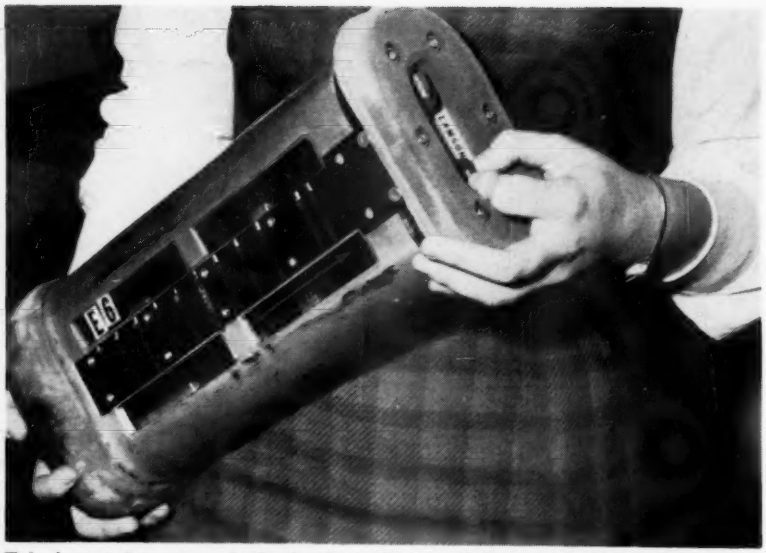
Name .....

Company and Title .....

Address .....

City ..... Zone ..... State .....

AMERICAN AUTOMATIC TYPEWRITER COMPANY • 2323 NORTH PULASKI ROAD • CHICAGO 39, ILLINOIS
MANUFACTURERS OF AUTO-TYPIST, COPY-TYPIST AND CABLE-TYPIST



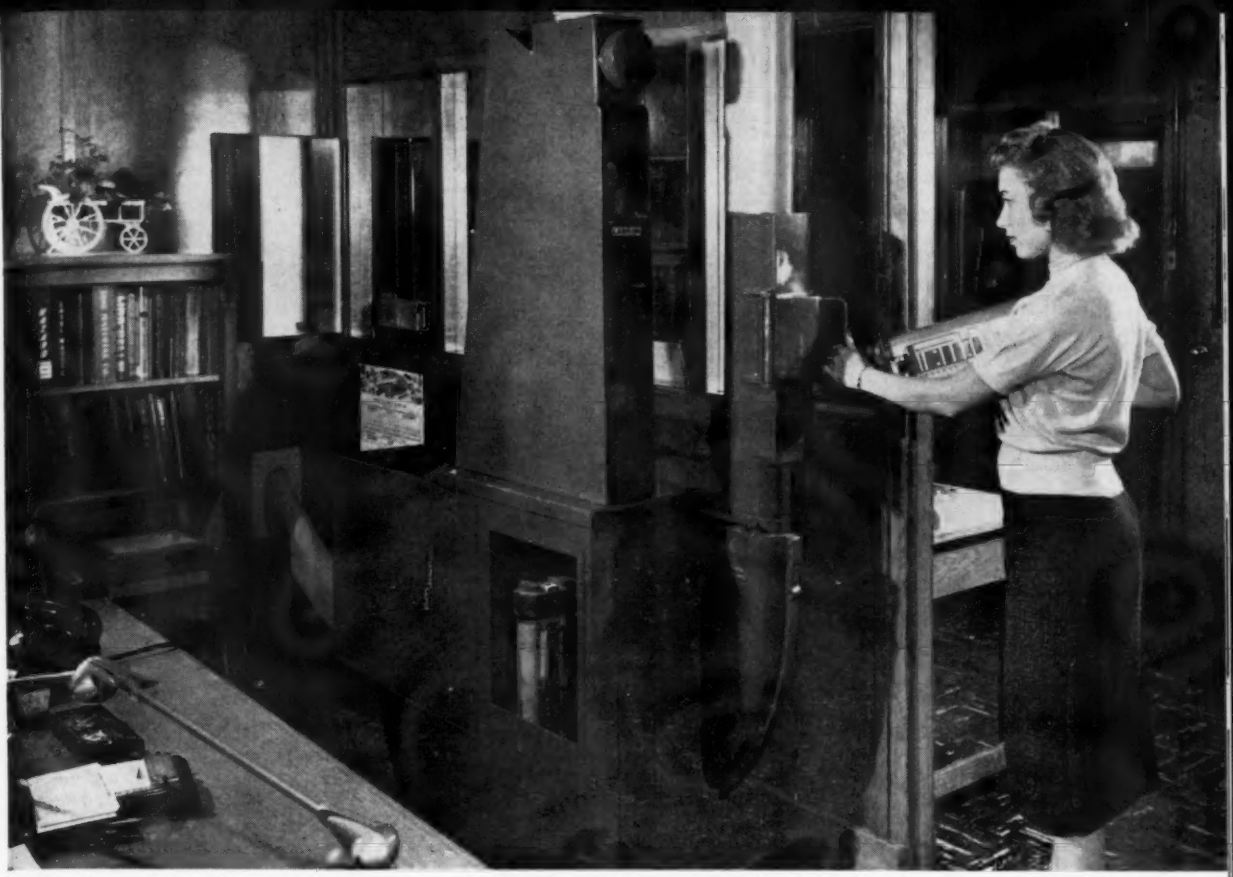
Tube is routed to proper destination by setting two dials at one end of carrier.

HOW AUTOMATIC ELECTRIC SPEEDS INTERNAL COMMUNICATION

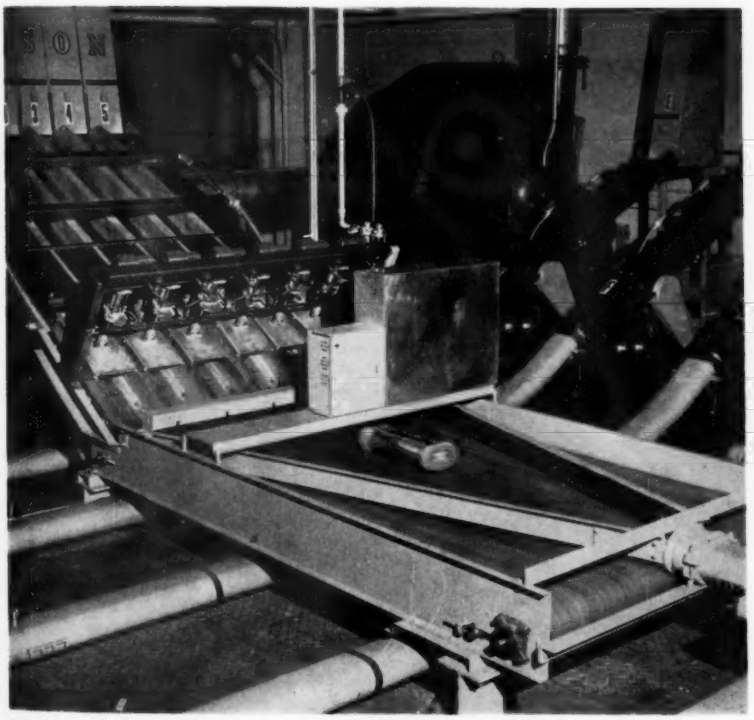
Tube system has eliminated type of messenger service portrayed above.

BY REPLACING most of its inter-departmental messengers with an automatically-controlled pneumatic tube system, Automatic Electric Company has cut its plant operating costs substantially and obtained a marked improvement in the efficiency of inter-company communications.

Automatic is one of a lengthening list of firms which have realized the importance of speedy internal communications and have done something about it. This is one of the few areas of business operation still largely unaffected by modern technology. While offices have been acquiring high-speed filing systems, computers, and related work- and time-saving devices; while automatic control and work-transfer equipment have been producing a similar transformation on the production line, inter-departmental correspondence in many cases has been, and continues to be, handled by messengers —a vestige of 19th Century business methods. Automatic Electric's experience with pneumatic tubes illustrates graphically how the many drawbacks of the messenger system



Secretary shown above, who works in design engineering department, is shown dispatching batch of rush orders to manufacturing division.



All airtube loops converge at central "monitor station" where carriers are automatically shunted from one circuit to another.

Blueprint copies are dispatched from this station in a centrally located print library, to engineering and manufacturing departments throughout the Automatic plant. Library orders are usually delivered within five minutes after they're sent.

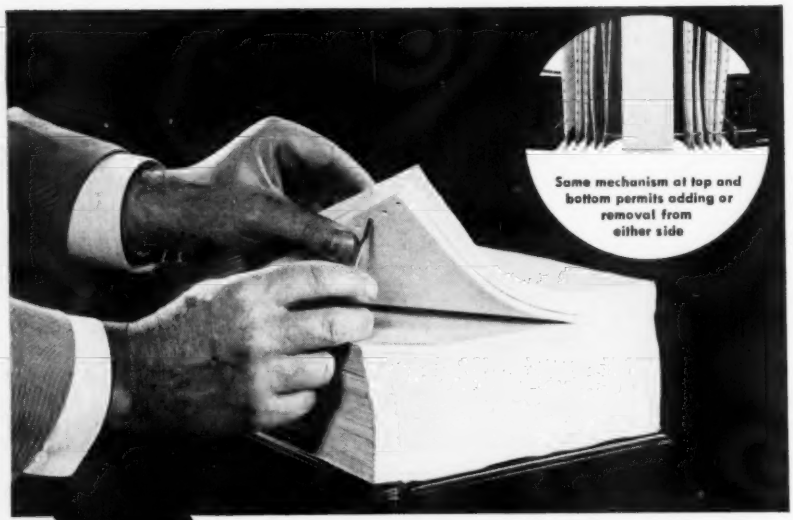
Now . . . Users of marginal punched form Binders Can

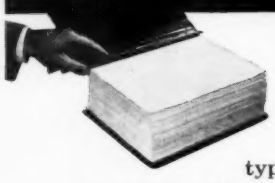
LOAD TOP

WITH CURRENT RECORDS

TAKE AWAY

OLD RECORDS FROM BOTTOM





New Binder Saves Time, Saves Time, Saves Time!

In addition to the efficiency of its new type loading and unloading method, NBB's Cable-Post Binder has these five EXCLUSIVE features:

1. Wire cable posts sealed in nylon — no cracking, stay upright for loading.
2. No protruding parts — can be stacked.
3. Modern, vinyl plastic cover.
4. Easy to operate locking mechanism.
5. Standard posts provide seven inch capacity.

FLAT OPENING

NATIONAL BLANK BOOK COMPANY

Dept. 1702, Holyoke, Massachusetts

Send folder outlining the time-saving features of NBB's Cable-Post and other marginal punched form binders for special uses. ☐
Have your representative call ☐

Name.....

Company.....

Street.....

City.....*Zone*.....*State*.....

My stationer's name is.....

can be overcome, and how necessary rapid communications are to the efficient operation of the departments involved.

Automatic Electric is a manufacturing subsidiary of the General Telephone and Electronics Corporation. Besides telephone and exchange office equipment, it produces a wide variety of military and industrial electrical and electronic products.

Savings in personnel

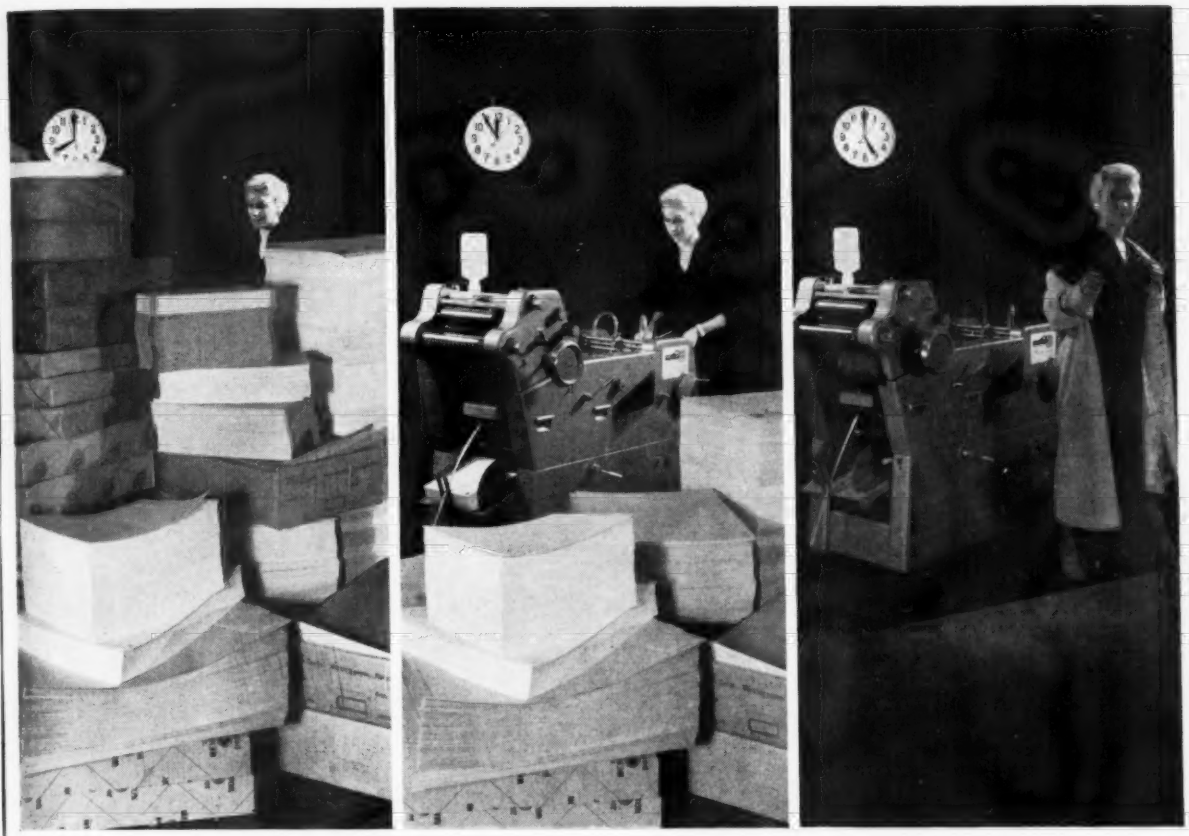
When Automatic moved from its old location near Chicago's Loop to a modern 1,520,000 square foot plant in suburban Northlake, Ill., three years ago, the bulk of the work that had been performed by messengers was transferred to an automatically controlled pneumatic tube system. Most of the messengers (some still are needed to carry bulky packages and other items that can't be accommodated by the tube system) were given an opportunity to fill other jobs. The tubes, which routinely carry mail, blueprints, memos, time cards, shop orders, and stockroom requisitions, were engineered and built by the Lamson Corporation, Syracuse, N. Y.

"Without the tubes," explains an Automatic official, "we'd need several messengers to handle interdepartmental communication. The payroll cost of this crew represents the major saving produced by the Lamson system. Also, we've eliminated a sizeable personnel problem; like many companies, we were always short of messengers, and those we were able to hire never remained long—either they quit, were drafted, or promoted."

Blueprints moved

Among its more-or-less unusual jobs, the Lamson airtube system moves blueprint copies from a centrally-located library to engineering and manufacturing departments throughout the plant. When any of these departments need a print, they dispatch a written request, usually via tube. The print is then pulled from the file, and returned along the same route. Ordinarily, no more than 15 minutes elapse—and often as little as five minutes—from the time the written request leaves the sending station until the drawing is delivered to the same point.

By utilizing the airtube system to move these drawings, Automatic



17 kinds of jobs FINISHED BY 5:00 . . . on the Photostat Offset Duplicator

What's to be duplicated in *your* office today?

Air mail stationery for export — or forms on card stock? *Both* run easily on the Photostat® Offset Duplicator. This versatile machine handles paper in all kinds of weights, sizes and finishes. Your operator makes only a simple change to go from 8½" x 11" (or larger) to postcard size.

Need routine office forms — or high quality circulars? Just feed them into the Photostat Offset Masterlith Duplicator.*

You'll get sharp, clear halftone illustrations in your folders. You'll get fast production on your color work. The exclusive removable inker lets your operator switch colors without wash-up.

You save on any job you run on the Photostat Offset Duplicator — many customers find these savings pay for their equipment.

ANY kind of job reproduces best on the Photostat Offset Duplicator. If you'd like a Proof-Demonstration, send the coupon and a representative will call. He can also tell you about Photostat's many convenient purchase plans and help you choose the one that serves you best.

Photostat Corporation means all these . . .

PROJECTION PHOTOCOPYING equipment and supplies
OFFSET DUPLICATING equipment and supplies
PROCEDURAL MICROFILMING equipment and supplies
OFFICE COPYING equipment and supplies

*Manufactured exclusively for Photostat Corp. by Whitin Machine Works, Whitinville, Mass.

PHOTOSTAT CORPORATION
DEPT. OM21-1 • ROCHESTER 3, NEW YORK
A SUBSIDIARY OF Itek CORPORATION

Please send a representative to give me a Proof-Demonstration of the Photostat Offset Duplicator.

Name.....

Company.....

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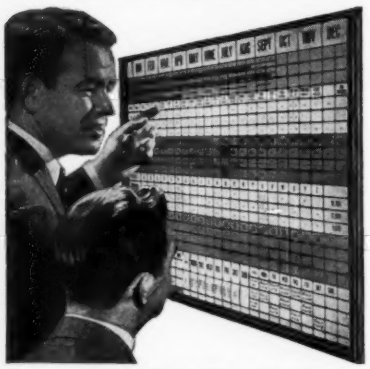

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GRAPHIC SYSTEMS
Yanceyville, North Carolina

officials say they have scored a noticeable improvement in operating efficiency. Routine blueprint orders can now be filled at less overall cost, and under normal conditions, in less time. Loaded carriers move through the tube system at a speed of 25 feet per second, and bridge the longest run between stations—2,300 feet—in about 92 seconds of travel time. This, of course, is far faster than any messenger can walk.

Mail pick-up and delivery

The airtube system has produced a similar improvement in mail pick-up and delivery operations. It permits the mailroom to deliver incoming letters immediately after they have arrived from the post office and been sorted. Each letter usually reaches its destination sooner because it travels via tube much faster than a messenger can move on foot. Pick-up of mail, especially in those departments located far from the mail room, is also accomplished in appreciably less time, thanks to the tubes, than would be possible if messengers were relied on to handle the same job.

"We feel the tube system is one of the key factors responsible for expediting this important phase of our operations," says one administrative executive.

Automatic also uses the tubes to convey order paperwork from its point of receipt in the sales department, through various processing steps, to the design engineering and manufacturing departments. Speed is an important factor here, and when emergencies occur, the tubes help get the orders out to the shipping dock in minimum time.

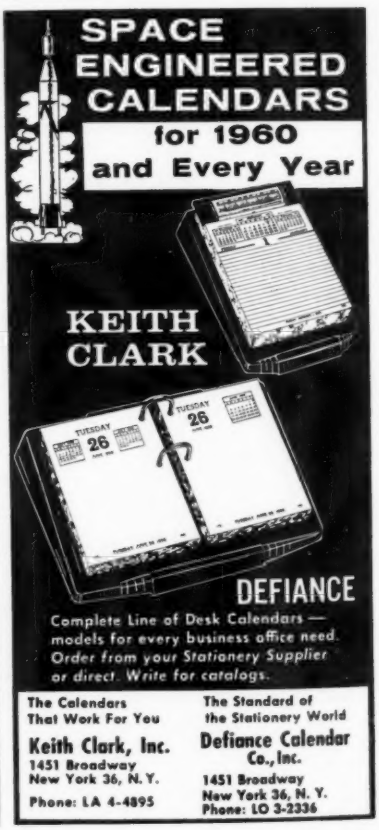
Altogether, Automatic Electric's pneumatic tube system handles approximately 95 per cent of the written and printed material that flows into and out of each department. Major items still distributed by messenger are bulky packages, catalogs, and magazines.

The system consists, essentially, of six loops and 35 stations. No administrative or production office is more than 200 feet away from one of these stations. All the loops converge at a transfer point where the carriers can be shunted, by means of a conveyer and a complex system of microswitches and relays, from one loop to another. This transfer point, or "monitor," not only switches the carriers when necessary, but also is programmed so that if traffic is heavy in one loop, the carriers in that loop receive switching priority over all others.

On the average, it takes about two minutes for a message to travel, via pneumatic tube, from sending to receiving station. The sender directs the carrier to the proper point merely by setting two dials at one end (see picture, page 40). One of these designates the delivery loop, the other the delivery station.

System pays for self

"By reducing our messenger costs to a small fraction of what they would be otherwise, the Lamson airtube system is more than paying for itself," sums up an Automatic official. "The other benefits — although hard to measure—are still significant. Clearly, our switch to pneumatic tubes is going to pay handsome dividends for a long time to come."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Unusual "acousti-baffle" ceiling muffles banking noise; fluorescent light tubes are embedded in ceiling above baffles.

NEW HOME, NEW SYSTEM . . .

Franklin Savings and Loan modernizes and mechanizes

WHEN the Franklin Society Federal Savings and Loan Association decided to remodel its downtown New York office building recently, it didn't stop until it got right down to the basement.

The facade of the seven-story structure was torn down, and more than 500 tons of debris were removed from the interior as section after section was stripped back to the original masonry and steel columns. All the furnishings were either sold or discarded; only the original bank vault, essential business machines, and records were kept.

As a result, the 70-year-old institution, one of the oldest and largest of its kind in the United States, has literally transformed its premises into one of the most modern bank plants in the country. As part of this transformation, it has one of the most advanced accounting systems to be found anywhere in this field.

An architectural facing of genuine 22-karat gold coating, the first of its kind in the world (yet actually no more costly than conventional facings according to Franklin's president William J. Dwyer), has been installed in the wide panels that alternate in striking contrast with panels of beige and blue porcelain

Intercom speakers help link Univac system to tellers' stations.

enamel along 7,575 square feet of the building's facade. Full-height, plate-glass windows run the entire length of the street frontage, offering an unobstructed view of the thoroughly modernized interior. Deep-pile carpeting covers the entire banking floor, which is dramatically styled and color-engineered throughout — a radical departure from the austerity of traditional bank decor.

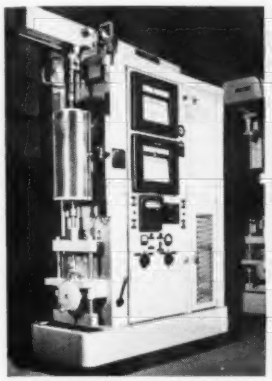
An unusual "acousti-baffle" ceiling keeps all sounds muffled to a whisper. Instead of the usual method of sound-proofing by ceiling tiles, a grid of sound-absorbing baffles is suspended some 36 inches from the ceiling along the 80-foot tellers' section, where noise concentration is

Old room in cellar was remodeled to house installation of Remington Rand tabulating equipment.

By expert office planning, no less than 11,210 square feet of usable floor space were added throughout building.

THE ARCWELD MANUFACTURING COMPANY, designer and builder of Creep Testers.

W. J. O'CONNOR, PRESIDENT of the Arcweld Manufacturing Company, Grove City, Penna.



THIS HIGHLY SPECIALIZED MACHINE determines the behavior of materials at higher temperatures.

A NATIONAL SYSTEM provides tight control over money and manufactured equipment for this unique organization.

"Our *National* Accounting System saves us $7,600 a year... returns 133% annually on investment!"

—Arcweld Manufacturing Company, Grove City, Penna.

"In our business, each machine we manufacture represents an investment worth thousands of dollars. Therefore, it is of extreme importance that accurate records be kept on each manufactured piece," writes W. J. O'Connor, President of Arcweld Manufacturing Company. "To do this, we rely on a National Accounting System.

"Our National Class '32' provides us with multiple benefits. The wide variety of up-to-date information that is immediately available enables us to maintain control over all sales and expense distribution. It also gives us timely reports on accounts receivable and payable—a valuable aid in computing our billings and current sales pictures. In addition, Federal and State Reports are now easily prepared at a considerable saving of time.

"We wouldn't be without a National System. Our National Accounting System saves us $7,600 a year and returns 133% annually on our investment."

W. J. O'Connor

President of Arcweld Manufacturing Company

Your business, too, can benefit from the time- and money-saving features of a National System. Nationals pay for themselves quickly through savings, then continue to return a regular yearly profit. National's world-wide service organization will protect this profit. Ask us about the National Maintenance Plan. (See the yellow pages of your phone book.)

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ACCOUNTING MACHINES

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the heaviest. Above the baffles, the entire ceiling is embedded with fluorescent light tubes, recessed to permit flush mounting of translucent diffusers in continuous sheets.

From the standpoint of operating efficiency, there is a good deal more to the modernization than meets the eye. No less than 11,210 square feet of usable floor space were added throughout the building as a result of ingenious office planning. By remodeling one cellar room under the banking floor, for instance—an area formerly considered waste space except for storage purposes—the association has made room for a new electronic accounting program that will enable it to triple its present business volume without any additional accounting personnel or equipment.

This spacious, comfortably air-conditioned room, well-lighted under a ceiling of acoustical tile, houses a full installation of Remington Rand tabulating equipment including a Univac 60 Punched-Card Electronic Computer. Owing to the nature of the system, which is linked to the tellers' stations by means of intercom speakers and punched-tape communications, there is no need for close proximity between service and accounting functions; nor is there any need for the equipment to take up more expensive office space elsewhere in the building. By installing the machines in what would otherwise have been a wasted area, the management has realized economies over and above the advantages inherent in the system.

And these advantages are considerable. Not only does the system relieve tellers of accounting chores, allowing them to give more attention to the public relations side of their work, but it takes the processing of some 52,000 savings, club, and mortgage accounts beyond the realm of human fallibility and far beyond the limits of human speed.

As the tellers make mechanical entries for each transaction in customers' passbooks, the data is simultaneously recorded into punched paper tapes. When these tapes have been sent by chute to the basement tabulating room, they are fed to the Tape-to-Card Converter. The punched-cards created in this process are then matched with account balance cards from a master file and sent through the Univac, which automatically does all the arithmetic required to bring each account up to date both as to balance and dividends.

A daily mechanical tabulation of the finished cards creates and prints a detailed permanent record of all activity. Meanwhile, throughout the day, tellers can check the status of any account in question simply by speaking through an intercom system to the tabulating room, where the up-to-date facts are always on hand.

Daily accounting is only part of the usefulness of the equipment. According to Charles L. Plumb, vice-president of the organization, the job of computing quarterly dividends by manual methods used to take an estimated 1,300 man-hours; now the electronic system does the same job in ten.

Thanks to intelligent office planning, from top floor to cellar, Franklin Society Federal is in a better position than ever before to serve its growing public.

MASO CHAIR MAT

Easy to Clean
Gleams when cleaned with damp cloth. Resists alcohol, cigarette burns, etc.

Extra Thick
Heavy lamination of wood-grain plastic over 5/16" Presdwood. Won't slip, won't creep.

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The Model 101 copies any document—printed, written, drawn, duplicated . . . carbons, 2-sided originals, transparencies, blueprints, photostats, diazo prints. Makes multi-copies. Makes copies on any one of 6 different colored positive papers.

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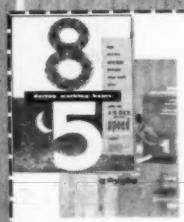

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Study at Wharton School suggests de-emphasis of technical courses

Sweeping revisions of the course curriculum of the Wharton School of Finance and Commerce, designed to place far greater emphasis on general education and less on technical and specialized courses, were approved "in principle" last month by school's faculty.

The revision of course content was proposed by the school's curriculum committee following a two-year study made by that group. The study was undertaken as one phase of the University of Pennsylvania's five-year educational survey, which is now nearing completion.

Dr. Willis J. Winn, dean of the Wharton School, and vice provost of the University, said that the committee's proposal "recognizes that the nature and requirements of business leadership have changed radically from the days when the Wharton School pioneered in establishing the present pattern of American undergraduate education in business.

"The transfer of control of business organizations from owner-managers to professional managers has greatly changed the careers of business school graduates, he declared. "Recent years have seen impressive shifts in the locus of political and economic power not only from nation to nation, but also between owners and managers, employers and workers, buyers and sellers, business and government."

"It is clear that technical competence is not enough for effective business leadership," he continued. "We must move toward less specialization on the undergraduate level to achieve a broader base commensurate with the larger responsibilities for which our graduates must be prepared.

"It is proposed to meet these new responsibilities with a curriculum in which general education will be emphasized to a far greater degree than at present."

Swiss subsidiary formed

The A. B. Dick Co., Chicago manufacturer of duplicating products and supplies, has announced the formation of a Swiss subsidiary, A. B. Dick A. G., in Zug, Switzerland.

The Swiss corporation will direct international sales in all markets outside the Western Hemisphere. A. B. Dick Co. of Great Britain, Ltd., and A. B. Dick Holland N.V., have been made its subsidiaries.

Buyers foresee good year

Purchasing agents are optimistic about business prospects for the entire year 1960, according to a recent survey of members of the National Association of Purchasing Agents. Sixty-eight per cent of the members polled predict the first six months of 1960 will be even better than was the first half of 1959; 30 per cent anticipate no change; and two per cent think there will be a slight lag. As far as the year as a whole is concerned, 75 per cent think it will be better than 1959; 23 per cent see it as the same; and two per cent feel it will be worse.

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Announcing NEW Sound Control Units for Office Machines!

Designed especially for Data Processing, Communication, Accounting, Addressing and Billing Machines.

Your Satisfaction Guaranteed.

Write for details. Give machines, makes, models you use and measurements.

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Falling behind with purchase-receiving reports? Take a tip from Ozalid: When goods come in, use your purchase order copy and write in the "received" data. *Then make the Ozalid copies you need*—for accounting, inventory-control, production, other departments. They'll be clean, dry and legible (no messy carbons). Takes only seconds! The desk-top Ozamatic, for example, turns out up to 1,000 8½" x 11" copies an hour. Cost? Lowest per copy of any copying process! Call your local Ozalid representative or mail coupon.

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Point system for clerical evaluation developed by NOMA

The National Office Management Association, Willow Grove, Pa., has developed a clerical job evaluation plan based on a point evaluation system, it was announced last month.

The plan, designed to be equally useful to either small or large companies, offers a guide, according to NOMA, to the most equitable distribution of payroll dollars between clerical employees within a group or groups, based on the effort and skill required on each job, and the degree of responsibility required in each job.

Three primary factors are considered in evaluating each job: elemental skill, responsibility, and degree of effort required. Each of these primary factors is further divided into such fields as education, training, time, memory, analysis, personal contact, dexterity and accuracy required for the particular job. Each factor and sub-factor is assigned a separate point value, and defined in detail, which according to the sponsoring group, makes it comparatively easy for an analyst to determine the appropriate total point values for any given job.

Copies of the complete Clerical Job Evaluation Plan can be obtained from NOMA headquarters, 1931 Old York Road, Willow Grove, Pa., for $5.00 per copy.

W. T. Cavanaugh, executive director of the national organization, said that the plan, which was developed in consultation with a special committee from NOMA's Detroit Chapter, had already been tested and proved effective in evaluating office jobs at levels beneath the administrative, professional and executive ranks, in several NOMA member companies.

Facsimile service announced

Western Union has announced the inauguration of transcontinental public facsimile ("Wirefax") service for use by the general public. Customers in New York, Washington, Chicago, Los Angeles, and San Francisco can now transmit exact facsimiles of material in one day to any other point on the network, according to the Western Union.

"Wirefax" circuits between the initial five cities will transmit a single page of material coast-to-coast in six minutes, Western Union reports. A facsimile duplicate of the original material is produced at the receiving point. Original line drawings, advertising layouts, sketches, charts, and legal or financial documents can be transmitted, although photographs cannot. By the same token, either written or typed messages of great length can be transmitted at comparatively low cost per word, the company says.

The material to be transmitted must be typed, written, or drawn on a sheet of white standard letter-sized paper. This is placed on the facsimile transmitter drum, which operates at a rate of 180 revolutions per minute. As the drum revolves, an electric eye scans the material at 1.8 vertical inches a minute. A receiving machine forms a copy of the original material at the receiving city, and, when it is completed, ejects an exact facsimile.

Charges for transmission of a minimum covering 7½ by 4 inches range from $2.00 to $4.00 depending on the distance of the destination city. Additional vertical inches cost between 35 and 65 cents an inch.

new 50-station collator

Fully automatic . . . unprecedented performance without the penalty of high price or space waste!

Announcing a new dimension in collating versatility, accuracy, speed and compactness — the all-new, completely automatic Rotomatic by Thomas Collator Industries, Inc. If you collate in volume, you'll want all the details on the Rotomatic's ease of total operation and multiple savings. For complete information and prices, without obligation, write today.

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Use Readers' Inquiry Coupon on Page 88

What Kind of an Impression Do You Make—

when you write a business letter? ? ?

DOES THE READER think of you as a pleasant, friendly, helpful person?

Some companies spend thousands of dollars training their sales and service people to be pleasant and friendly. They realize how important it is to make a good impression. But when they write you a letter, it would chill your whiskers off!

A stiff, formal letter is just plain old-fashioned. It has no place in a modern business organization. A friendly, conversational letter says the same thing more clearly, more simply and more briefly. A friendly tone makes a letter more effective, more likely to succeed.

Good letters make money; poor letters cost money. Every inadequate letter that leaves your office is a lost opportunity—it may result in a financial loss as well.

EXECUTIVE TRAINING PROGRAM

To modernize and improve the letter writing in your organization, why not try our BETTER LETTERS service? It's an executive training program in letter writing and effective communication now being used by more than 2,500 companies. Most of them have been delighted with the results. Send for our free brochure "What Subscribers Say About BETTER LETTERS —— the training program that produces results." It contains direct quotes from executives of 42 different companies.

The BETTER LETTERS program is a series of 4-page bulletins published at a rate of two each month. One is mailed on the fifth of the month, the second on the twentieth. Each bulletin contains the amount of information a person can easily absorb in one sitting and start to apply during the following 15 days. Then another bulletin comes along with more ideas.

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The editors of BETTER LETTERS respect your judgment and intelligence. When they say a letter is good or bad, they point out exactly what makes it so and why. Their reasons are laid on the table for you to see, examine, and form your own judgment. The ideas the bulletins contain are so sound they will command the interest and respect of your highest executives.

The editors of BETTER LETTERS are John P. Riebel and John L. Beckley. Mr. Riebel is an Associate Professor of English at California State Polytechnic College and the author of two best-selling books on business letter writing. Mr. Beckley is a former Business Editor of Newsweek Magazine and a consultant on communications to some of the country's largest business organizations.

Let these two experts help improve the tone and content of your business letters. Multiple subscriptions are particularly inexpensive — for a small additional amount you can obtain an individual copy for every executive and correspondent in your organization. If you are dissatisfied for any reason whatsoever, your subscription is cancellable on 30 days' notice.

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Sharon Steel Completes RAMAC 650 Installation

Computer Controls Stock Level of Railroad Supplies

Alco Products, Inc. has installed a new electronic-control and order-processing system at its Schenectady plant to control stock levels of locomotive parts at regional warehouses in North Bergen, N. J., and St. Louis. A future connection to the company's West Coast warehouse in Los Angeles is scheduled for the near future.

The application, according to Alco, is the first of its type in the railroad equipment supply industry.

Heart of the system, designed to maintain warehouse inventories of 15,000 different parts, at adequate and still economical levels, is an IBM Ramac 305 computer. The computer not only keeps inventory

Officials of the Sharon Steel Corporation discuss new $1 million dollar data processing system recently installed at the company's Roemer Works. The IBM 650 RAMAC computer and its components are said to be the first in the industry capable of receiving and acting upon order entry, facilities loading, scheduling, inventory control, billing and invoicing programs.

According to Sharon officials, programming for the new IBM system has been in progress for the past year. After successfully completing the stages of an initial trial run, the data processing equipment is expected to maintain an operating schedule of 112 hours per week.

records, but also processes orders, directs shipment of orders, and prepares the required invoice.

Linking the control center at Schenectady and the warehouses are 2,000 miles of lines leased from American Telephone and Telegraph.

R. B. Fairman, marketing manager of Alco's transportation division, reports that the company's individual warehouses formerly carried out all the internal processing required to fill and bill customers' orders. They also kept their own inventory records, and handled order acknowledgments, packing lists, and invoices.

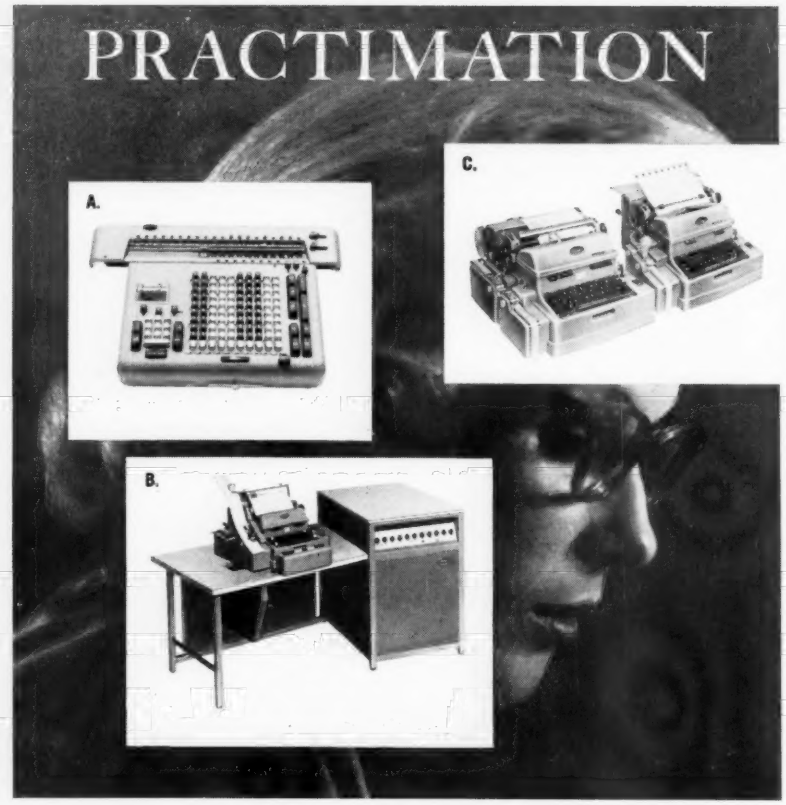
In contrast, the control of all these functions is now centralized at Schenectady, and the new system permits renewal parts headquarters at that city to:

1. Maintain optimum inventory levels at each warehouse by controlling acquisition and movement of materials.
2. Direct the filling of customer orders from each warehouse.
3. Handle customer invoicing.
4. Produce, automatically, all necessary papers to process customer orders.
5. Prepare daily a list of items in critical supply that require expediting.
6. Flag items that should be reordered.

Warehouse responsibility continues to include quotations, processing of orders for transmission to Schenectady, order status inquiries, and receiving, storing, and shipping parts in accordance with control-center instructions.

In sequence, the installation works this way:

Each warehouse manually transmits on Teletype the information required to initiate processing of an order. This data is received at Schenectady as punched tape, which is then converted to punched cards that are used as RAMAC input.



A new word, which means more than automation, for it is the custom-fitted application of today's finest automation equipment to your particular needs...

This announcement is a culmination of Friden's years in integrated data processing. Friden's assumption of responsibility for the most important phase of automation—its practical application.

The first step to PractiMation is a critical analysis of your office. Second, an outline of objectives for increasing its efficiency (without personnel changes). Then, consult your Friden man. He is an expert, and has solved a good many problems like yours. His help can be invaluable.

Next, you need equipment that can be used by your present employees without special training; equipment which is sanely priced, easy to install. And, above all, equipment which is expandable with your business.

Here are some good examples:

A. Friden SBT Calculator—the famous "Thinking Machine of American Business." Touch-one-key simplicity. Performs more steps in figure-work without operator decisions than any other calculating machine ever developed.

B. Friden COMPUTYPER® (Model CTS)—writes and figures a complete invoice in one operation with virtually no operator intervention. Reads alphabetical or numerical data from punched tape, edge-punched cards or tabulating cards; data not pre-punched is entered through the typewriter keyboard. The Computyper CTS and any good typist make up an entire billing department.

C. Friden JUSTOWRITER®—makes any typist a skilled type compositor. Automatically provides professional-looking composition for offset reproduction.

These are just three. Friden's full line of adding machines, calculators, accounting machines, mail room equipment, and "Tape Talk" IDP equipment can fully automate your office. Call your Friden man today, or write directly to Friden, Inc.

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Friden *has the system*

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RAMAC punched card output is then converted to tape that, in turn, is transmitted to the warehouse and received there on printed forms. Simultaneously with the receipt of the tape at the control center, the data are recorded on control forms and relayed to all departments concerned.

Thus, bookkeeping, stock replenishment, and sales analysis operations are eased.

U.S. Patent Office tests computer for searching job

The U. S. Patent Office is now experimenting with the use of a computer for patent searching, and has given the machines for its first assignment patent data covering chemical compounds used in the manufacture of plastics. Patent Commissioner Robert C. Watson said the agency's research and development office had singled out this area, covering the polymer chemical group, "because it is one of the broadest and toughest fields in patent research."

"If we lick this problem, the system could be adopted for most problems in patent searching throughout the chemical field," Don Andrews, director of Patent Office research and development activity, reported.

The new system relies on rapid calculation by a general purpose electronic computer that can process data cards turned out by a punched card machine.

A government industry research team, formed by the Office of Research and Development at the Patent Office and the Research Division, Textile Fibers Department of E. I. du Pont de Nemours & Co., adapted for the first time the agency's punched card files, which heretofore could be processed only on specially built equipment, to commercially available data processing equipment.

Bendix computer used

A Bendix G-15 digital computer was employed to test successfully the ability of a general purpose computer to search for patent information by serial scanning techniques during this phase of the agency's research, which has now been completed, Watson said.

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...WHERE RESEARCH IS THE KEY TO TOMORROW

He reported that United States technology is moving ahead so fast that a bottleneck in the form of time-consuming patent searches could act "as a real deterrent to invention and capital investments" in new products and processes.

He listed these as major advantages of the new electronic patent searching system:

1. Besides helping patent searchers do their job rapidly and efficiently, it maintains a permanent record on magnetic tape of the areas of invention or discovery already mechanized, and is therefore readily available for subsequent searches.

2. While searching for specific patents, the computer identifies areas of invention or discovery that may have been overlooked. For instance, in searching for patented chemical compounds capable of performing a certain job, the machine may also be instructed to indicate those compounds that have similar characteristics and might also perform the job. Thus, searchers are provided with a list of alternate materials which laboratory research may subsequently prove is cheaper or more acceptable for manufacturing a product.

3. Many private individuals and companies are familiar with the operation of electronic computers. Magnetic tapes containing complete patent office files on certain subjects could be purchased for use on machines the searcher owns or rents. In this way, several searchers could search identical files at the same time. These carry-out files would, of course, always be complete, insuring that files searched by private individuals are identical with those used by examiners and other Patent Office officials.

New computer for ARC

A Burroughs 220 electronic computer has been ordered by the Atlantic Research Corp. of Alexandria, Va., to make it possible to offer a new line of technical services to the company's clients, as well as to service a "rapidly growing volume of computer activities in the company's projects."

This is the second Burroughs computer ordered by the Alexan-

dria consulting firm, according to M. Lee Rice, Vice-President for engineering.

"Less than two years ago Atlantic Research installed the smallest computer in the Burroughs line to assist in design optimization of several sounding rockets we were developing," he said. "Since then our computing needs have grown so rapidly that we felt we should expand directly to a major installation. We have also noted how the demand for computer time continues to increase. The installation and our technical staff are available to clients with a need for these services. We expect the new facility to be of particular interest to clients desiring computer work from an organization that is also equipped extensively in the physical sciences and engineering."

The computer acquired by Atlantic Research has a capacity of 300,000 additions or subtractions a minute, and thus ranks midway between the multi-million dollar installations and smaller computers. ARC reports that it will be used to speed up and reduce costs of payroll and cost accounting operations as well as for scientific work.

IBM expands Toronto center

An IBM 704 computer was recently added to the processing equipment available at the company's Toronto Data Processing Center, one of thirteen such centers which have been set up by the IBM World Trade Corp., in major cities outside the United States.

At the inauguration ceremonies, Conrad Maheux, manager of the center, said the giant computer can accomplish a job in 22 seconds that it would take an engineer using a desk-type computer forty days to finish, provided he made no mistakes.

"The introduction of the new computer will make it possible for businessmen, engineers, and scientists to find in minutes solutions to problems which otherwise might have gone unanswered for months," he declared.

The facilities of the center, including the services of mathematicians, will be available on a 24-hour basis, it was announced.

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The simple truth about Data Processing

To get the on-time information they require, many executives visualize the need for a battery of expensive equipment. Yet there is a low-cost system that fits your company as it stands and as it grows.

To a great many businessmen today, data processing is somewhat suspect. On the one hand, there's general agreement on the *need* for office automation—but, on the other, there's the fear that the data processing equipment required to bring it about will alter their procedures, their people, their profits.

Then, too, there's the *expense* of that equipment. And the often considerable gamble that the large investment called for won't ultimately pay off in results.

Much of this feeling about data processing, of course, is justified. Most available systems *are* large and unwieldy. More than that, they're complicated. Special personnel must be found to run them. Your own people must be thoroughly trained. And, as for your methods of doing business—even *they* must often be altered to the machines.

Among all of today's data processing systems, there is only one which does not impose these burdens.

That system is Automatic Keysort. Easy to use, remarkably low in cost, Automatic Keysort is the *servant* of your business and your people—never their master.

Reason? Only Automatic Keysort utilizes marginally-notched *original records* for quick, easy sorting and classification. Only Automatic Keysort gives you automatic coding and tabulation with *one* low-cost machine! Only Automatic Keysort is designed to adapt to *your* way of doing business.

Result: with Automatic Keysort you get the management reports you want *when you want them.* Without specialized personnel. Without disrupting your procedures. And at a cost that will truly surprise you.

Your nearby Royal McBee Data Processing Representative will be happy to tell you more about Automatic Keysort as it relates to *your* business—whatever it may be. Call him, or write Royal McBee Corporation, Data Processing Division, Port Chester, New York for brochure S-500.

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NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

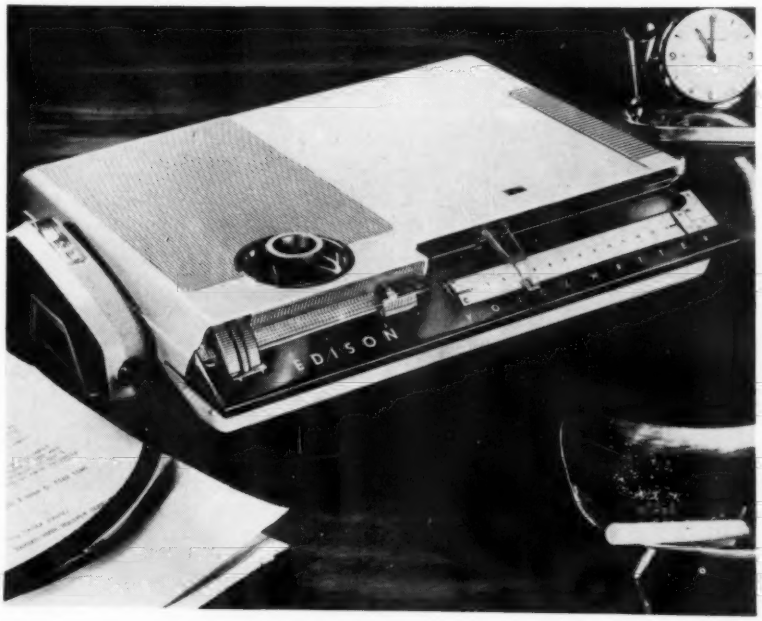
Use Readers' Inquiry Coupon on Page 88

Dictating and Transcribing Equipment

by JOHN M. SINE

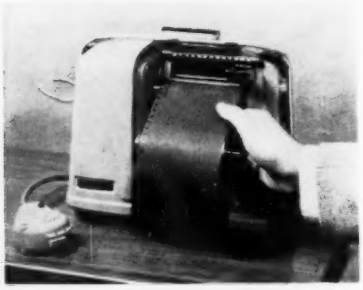
THE DICTATING MACHINE and its accomplice, the transcriber, have become indispensable tools in a business world which scrutinizes its own methods and criticizes its daily practice more than ever. Although the equipment is essentially a cog in a vast, efficient, always developing communications system, the machine itself retains a singular appeal to the executive as he moves at his rapid and individual pace. Modern business practices require that the dictating machine be geared to the convenience of its user, that it be flexible with his movements and his most demanding requirements. It must, in a way, be his slave.

In some cases, the machine perhaps intimidates the executive.



ME Executive dictating machine from McGraw-Edison Co., uses plastic disc as recording media.

The magnetic belt media of this Stenocord model D machine gives 12 minutes of dictating time.



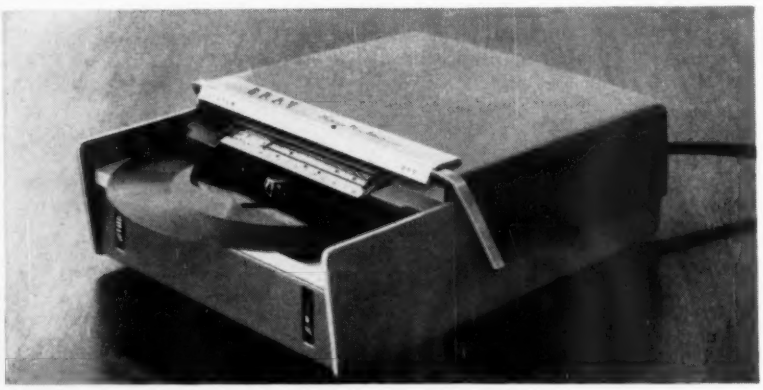
The Commander by Comptometer Corp.

With its dials, its buttons and lights, it confuses, instead of helps him. Some executives say they cannot memorize the simple steps required to set the machine in motion. In some instances this may be due to lack of familiarity with the equipment, but machines are now appearing on the market with a reduced number of operative steps; these steps are often performed by simply pressing push buttons or color-coded activators.

One manufacturer claims that his machine is built to accommodate those executives who previously could not use standard dictating machines.

Possibly, through a result of some extravagant claims, there is confusion over what a dictating machine can and cannot achieve. The primary function of a dictating machine is to record the human voice and reproduce it faithfully, so that it may be transformed, eventually, to the written word.

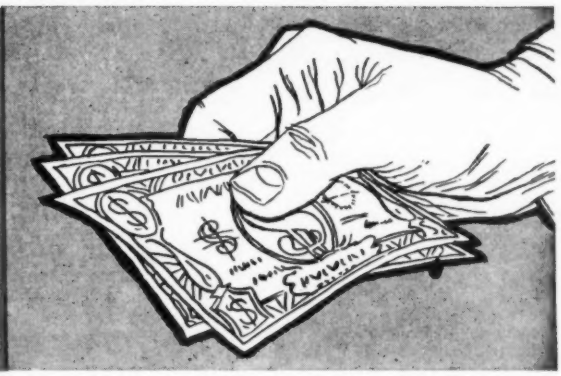
Many large corporations now utilize a network system of dictation which employs remote dictating stations, centralized recorders, and a pool of typists. A remote dictating station may be the ordinary telephone hand-set, or a special telephone hand-set with control buttons, or an "intercom." Regardless of the size or shape of the remote station, it should enable the dictator to review the last



The Gray Key-Noter Secretarial transcribing machine weighs 5⅜ pounds.

Most portable dictating-transcribing machines can be adapted to a variety of situations. Shown above is the Mohawk Midgetape 300 and accessories.

Scribe®
DICTATION SYSTEMS
provide substantial cash savings for 1 or 50 dictators



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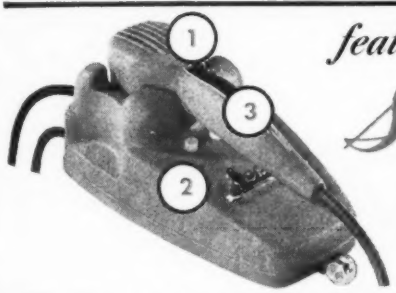
Scribe® CLEAREST RECORDING, MOST DEPENDABLE FOR REMOTE OR NETWORK COMMUNICATION

SCRIBE S1-70 remote is a rugged commercial size dictating machine. Scribe records your voice with unmatched clarity on high fidelity Mylar magnetic tape—pre-loaded in 30 minute tape magazines. All operations are controlled by finger tip touch with the exclusive "Miracle Mike" desk station. Work load permitting, one Scribe serves as both recorder and transcriber. Scribe remote dictation systems are versatile—ideal for switchboards, intercom systems or any recording need from one to fifty dictators.

Other models for individual use.

Thousands of dependable Scribe machines are in use in Government, business and industry.



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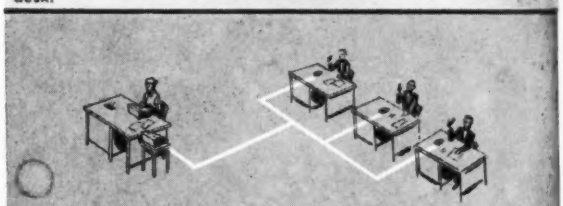
EXCLUSIVE MIRACLE MIKE

1. Desk set button punches time indicator card on machine at secretary's desk to indicate length and end of each letter and automatically indicates end of dictation when microphone is replaced.
2. Lights signal when machine is in use.
3. "Miracle Mike" gives you finger tip control of *all* functions of the machine.

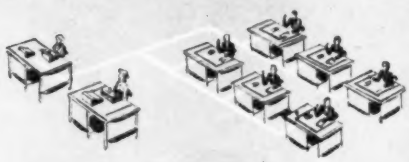
DEALERS—WRITE FOR PROTECTED TERRITORY INFORMATION.

REPRESENTATIVE REMOTE INSTALLATIONS

Single executive "Miracle Mike" desk set connected to Scribe S1-70 remote recorder transcriber. Machine permanently at secretary's desk.



Three executive "Miracle Mike" desk sets with Single S1-70 Scribe remote recorder and S1-60 transcriber. Allows dictation and transcribing at same time.



Six executive "Miracle Mike" desk sets connected to 2 Scribe S1-70 remote recorder-transcribers. When either machine is in use (indicated by light on executive station) selector switch on desk set permits other dictators to select idle machine. Separate transcriber need depends on work load requirement.

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6949 W. North Ave., Oak Park (Chicago), Ill.
Rush me cost-saving facts on Scribe.

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Company _____

Address _____

Number of Dictators _____ Check — Dealer ☐ User ☐

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few lines of his dictation, to indicate an error in the dictation and to indicate the end of his letter. This network system is particularly advantageous in utilizing a minimum of transcribing personnel to complete the work of many dictators.

Generally, more than one central recorder is employed with the use of relay and switching facilities, so that if one recording machine is busy, the dictator will be automatically switched to an unoccupied machine.

The recording media is then placed on an ordinary transcription machine and typed by one of the pool members. Such a system allows the work load to be evenly distributed and a standard of excellence maintained throughout a company's correspondence cycle.

A person whose correspondence is heavy throughout the day will more than likely want a machine of his own to dictate when he pleases or as his duties press him—and not simply when a network machine is available.

Any choice of a dictating instrument will depend to some extent on the medium it uses. Media are available to satisfy a variety of requirements and are generally categorized by the names "plastic" and "magnetic." Plastic media are usually bought in the form of records or belts. Some plastic records, after being used, may be resurfaced and used again. The material is inexpensive, however, and could be discarded after use. One manufacturer states that the disk used in his machine may be played on an ordinary 33-1/3 RPM home record player. With this arrangement, says the manufacturer, a traveling executive can keep in touch with his family and friends.

Remote desk station and junction box for the Scribe SI-70 recording unit.

The Stenorette-T by Dejur-Grundig is both dictating and transcribing unit.

Magnetic tape

The magnetic medium is more often found in the form of tape such as that popularized by the magnetic tape recorder. Some of these machines have tape contained in cartridges which are easily snapped into place and similarly withdrawn. Another machine uses a magnetic foil sheet the size of an ordinary business envelope, while another provides similar recording effects with a magnetic belt. There are some magnetic tapes which will record up to two hours of dictation and may be re-used indefinitely. If a mistake is made on magnetic media it can be erased and a correction inserted. Thus, it is possible to present the transcriber with error-free dictation.

Dictating equipment is differentiated from transcribing equipment, in most cases, by the accessories used by each. The most recent equipment allows normal dictating functions such as start, stop, and quick review, to be controlled from the microphone. Machines which do not offer this convenience are equipped with push buttons, dials or knobs, generally located in the front of the machine where they are easily accessible. The speaker is located in the machine itself or in the microphone. Although a combination speaker-microphone may

Plain talk about machine dictation:

"OKAY, a dictating machine sounds like a great idea . . . *but which one?*"

WITH so many makes and types of equipment on the market, it's not hard to get confused. A smart move is to look over Edison Voicewriter's *complete* line of quality machines—there's one that's ideal for each particular dictation requirement in your organization.

Best of all—with Edison Voicewriter, you deal with a single nation-wide service staff . . . one with over 70 years' experience in business dictation!

For your executives and "volume" correspondents . . . Voicewriter!

The Voicewriter offers every convenience for the busy executive or correspondent. Lets them "talk away" their work just by taking the mike. The Edison Voicewriter Diamond Disc is easy to handle—easy to transcribe from.

For your "occasional" correspondents . . . Televoice!

Televoice is ideal for companies where many individuals require dictating facilities. Connects each one to a central transcribing point through a handy dictating phone. Work gets out faster, much more economically.

For your man on the go . . . Midgetape!

You can use the palm size Midgetape recorder for so many jobs! To record conversations . . . for verbal note taking . . . as a sales training tool! Battery operated. Only 3 lbs. light. Completely portable. Use it anywhere!

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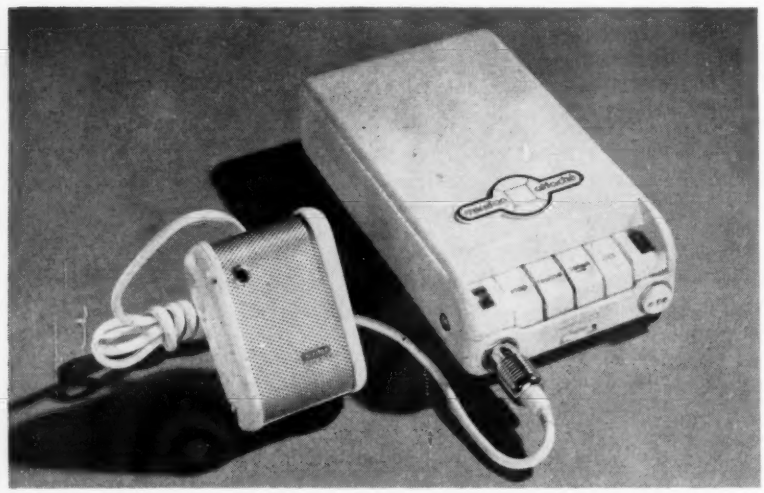
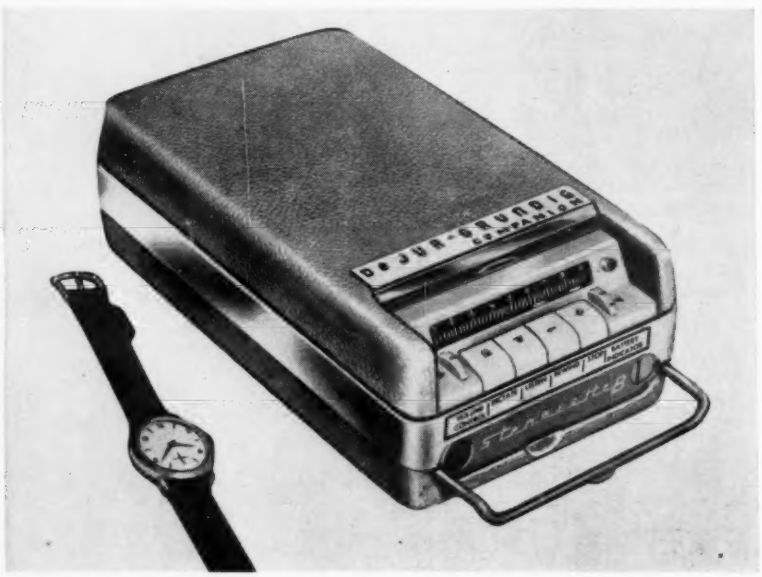
seem inadequate because of its size, it is quite capable of projecting sound over a very large room, or very softly within the listener's own hearing range.

Practically all machines have some method of indicating how much has been dictated, and how much dictating time remains on the media. This may be accomplished by a number register (resembling the mileage gauge of an automobile), or an index. The index may be in the form of a paper strip to be perforated, a printed log-pad on which the dictator pencils data, or by "beeps" coming directly from the recording media. Although it will indicate the end of a letter and the beginning of another, the primary purpose of an index is to warn the typist that a correction is forthcoming and that she should, therefore, listen for the next few seconds without typing. Correction marks on the index or media are generally made by pressing a button located on the microphone or the front of the dictating machine.

One of the most recent accomplishments by a dictating machine manufacturer is a device called "magic memory." This memory unit allows the dictator to scan the material previously dictated, and by pressing a button, return to the point of last dictation.

As previously mentioned, the dictating machine differs from a transcribing machine, by virtue of the accessories used. Since the person transcribing the material has both hands occupied with typing, the machine is generally activated by a control adjacent to the typewriter keyboard, or by foot-pedals. Such devices control the start and stop mechanism of the machine, and also provide a review of the last few seconds of dictation. Some transcribing machines are equipped with a means by which the playback speed can be adjusted to suit the typing speed. By slowing down the speed of the recording, the pitch of the voice is altered; the recorded matter, however, remains quite intelligible, although unnatural. Most plastic and magnetic media are easily accommodated in standard envelopes for mailing, and can be accompanied by notes and memorada made on the scene.





Both the Minifon Attache (above) from Geiss-America and the DeJur-Grundig Companion B (below) are the portable counterparts of a larger office machine.

Portable equipment

The portable machine is often a combination machine capable of accepting the accessories necessary for transcribing. Most of the transcribing work, however, is generally accomplished on a machine compatible with the portable, but permanently located in the office.

It would be advisable, when considering the purchase of dictating and transcribing equipment, to consult the advice of your secretary, or the person who will make up the other half of your communications effort. She may have a definite opinion on any machine you consider; an opinion from an entirely different, and essentially important point of view.

One would not have to dabble in crystal gazing to foresee a future in which a single dictating machine will receive the dictated material

Use Readers' Inquiry Coupon on Page 88

and produce hard copies of it—all at the command of the dictator, of course. Contrarily, the future may unfold a new medium, an entirely new concept of communication that does not involve the human voice. Until that time, however, management depends on the dictating machine to lengthen its arm of communication.

Following is a list of the principal manufacturers of dictating and transcribing equipment.

American Geloso Electronics, Inc., 251 Park Ave. South, New York.

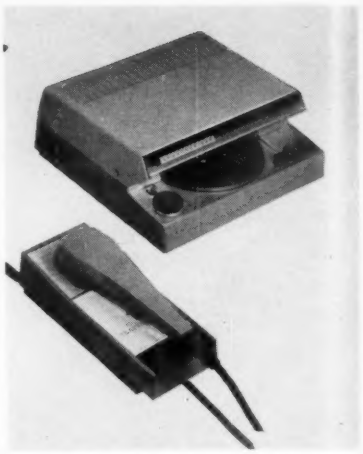
American Dictating Machine Co., Inc., 51 W. 45th St., New York 36.

Ampro Corp., 2835 North Western Ave., Chicago.

Cole Steel Office Machines, Inc., 415 Madison Ave., New York.

Dictaphone Corp., 420 Lexington Ave., New York 17.

De-Jur Amsco Corp., 45-01 Northern Blvd., Long Island City 1, N. Y.



The transistorized "Communicator" line by SoundScriber features the "Satellite" remote control microphone unit.

Thomas A. Edison Industries, McGraw-Edison Co., West Orange, N. J.

GBC America Corp., 89 Franklin St., New York 13.

Geiss-America, 6424 North Western Ave., Chicago 45.

The Gray Mfg. Co., 16 Arbor St., Hartford, Conn.

Magnedisk Dictating Co., 52 E. Brink St., Crystal Lake, Ill.

Miles Reproducing Co., Inc., 812 Broadway, New York 3.

Minnesota Mining & Mfg. Co., 900 Bush Ave., St. Paul, Minn.

Mohawk Business Machines Corp., 944 Halsey St., Brooklyn 33, N.Y.

North American Philips Co., Inc., Dictating Equipment Div., 230 Duffy Ave., Hicksville, N. Y.

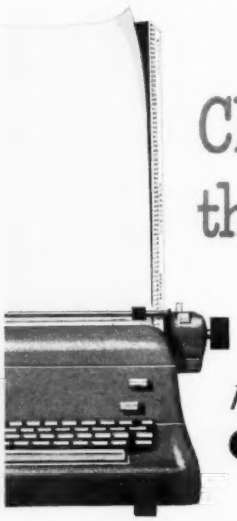
Vanguard, Division of Monroe Calculating Machine Co., 556 Central Ave., Orange, N.J.

Peirce Wire Recorder Corp., of Chicago. The Electric Typewriter Division of International Business Machines Corporation has acquired the rights to the developments of the Peirce Wire Recorder Corp. of Chicago. While no specific information is available at press time, the division is expected to enter the dictations field at some time in the near future.

Scribe International, Div. of General Sintering Corp., 10005 Franklin Ave., Franklin Park, Ill.

The SoundScriber Corp., 6 Middletown Ave., North Haven, Conn.

Stenocord of America, Inc., 29 Broadway, New York 6.



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Stays Flat even in extreme temperatures. Each sheet is specially treated to insure smooth, flat, uniform handling ease.

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New National Bank of Detroit Uses 2000 SHEPHERD CASTERS For Mobility of Office Chairs on Carpeted Floors.

Only the finest, most durable materials were selected to furnish the interior of the beautiful new main office of the National Bank of Detroit. 13,099 square yards of carpeting are interspersed throughout offices of this functionally integrated structure. To protect this fine carpeting, 500 sets of *Shepherd "Carpet-Saver" Casters* were installed on movable office furniture. This is another example of how more and more office equipment buyers look to *Shepherd* for complete floor protection.

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- INTERIOR DESIGN — W. B. Ford Design Associates, Inc.
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- SMARTLY-STYLED
- COMPLETE MOBILITY — "SWIVEL-AT-A-TOUCH"
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Available from $7.95 per set of four.
Write *Today* for Complete Information

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HOW THE 50's RESHAPED THE OFFICE

Changes in design and decor keynoted the decade

Cafeterias are "standard equipment" in many firms.

ır planning and good lighting increase flexibility.

NO REVIEWS of business in the past ten years—reviews such as those in last month's Trends and Forecast Issue—could really be complete without acknowledging the great changes that have taken place in the appearance of the American office.

The sweeping transformations wrought by automation may, rather naturally, be the first things one thinks of in assessing the changes in office management over the past decade. Automation, in a way, keynoted the fifties. But in a more concrete, visual—one might even say promotional—way, the new architecture, design and furnishing of American offices captured the essence of the decade as truly as anything else.

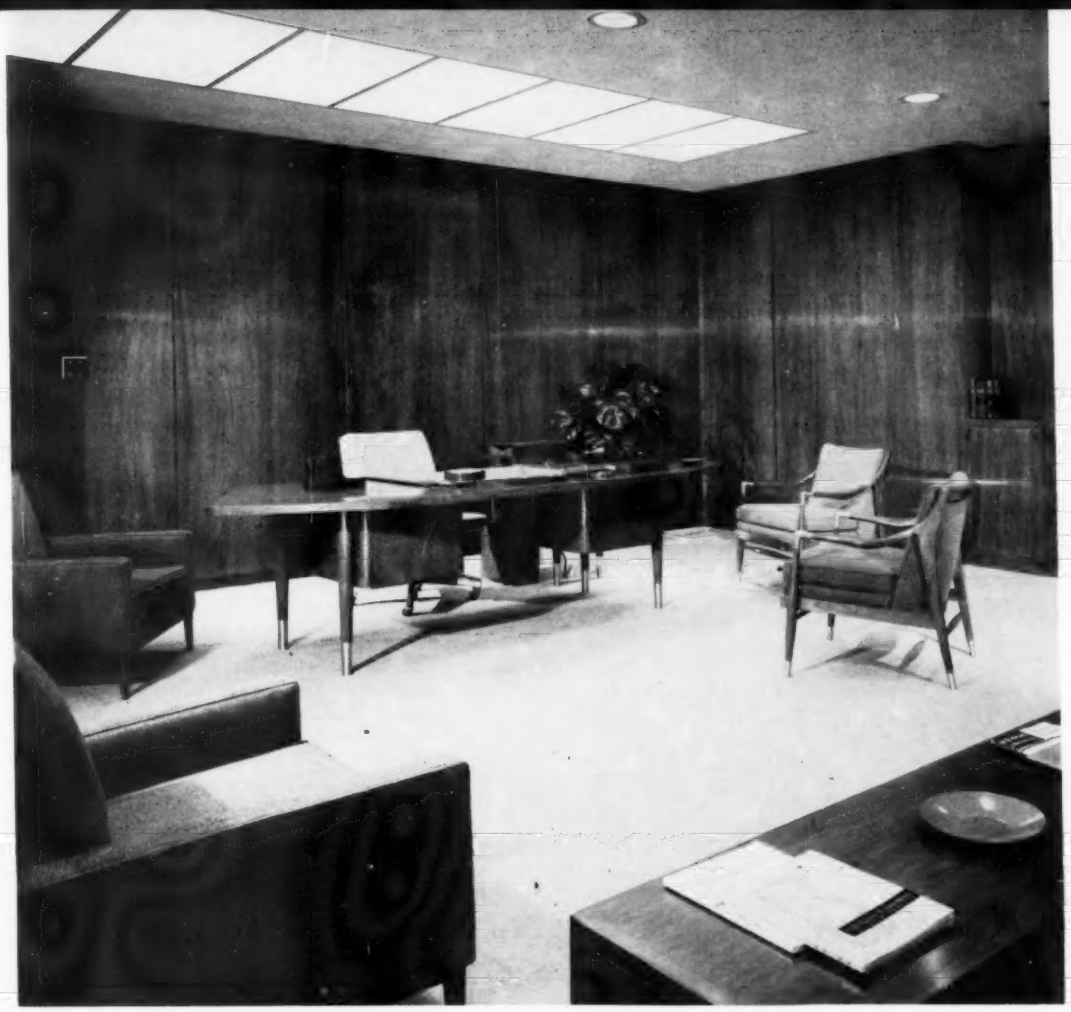
With advances in air conditioning and lighting, designers and engineers saw office interiors in a total sense; spaces once regarded as practically unusable became key parts of an integrated plan.

This unified approach also manifested itself in great open office areas—airy and bright throughout, colorful and quiet—and in the emphasis on modular principles, with its benefits of flexibility and standardization.

Accompanying these pervading changes in layout were equally dramatic shifts in office decor. Exterior as well as interior underwent radical changes the like of which no office had experienced before. Outside, sleek Mondrianesque facades of glass, aluminum and steel flanked courts, pools, plazas and arcades, adding new shapes and dimensions to the metropolitan skyline. Inside, the general and executive offices, the board rooms, reception rooms, cafeterias and lounges all took on new aspects of substance, artistry, efficiency and ease.

Trim, Scandinavian-influence furniture, attractively patterned fabrics, exotic plants, original oil paintings (often bewilderingly abstract)—these became the common sights in office after office. Employee recreation areas—something unheard of early in the century—became very much heard of in the fifties.

Restaurant and cafeteria facilities, medical facilities, auditoriums—all these grew to the status of "standard equipment" as the fabulous decade progressed. And if one allows that the fifties were nothing less than fabulous, how will one describe the auspicious decade that has just opened up, and the effects it will have on the office? The story of modern office design and furnishing, it seems, has only just begun.



Sliding panels of American Figured Walnut offer grace and dignity to office above. (Designed by J. Gordon Carr.)

Today, no modern office is quite complete without an abstract or a plant. (By J. Gordon Carr.)

OFFICE DESIGN

Antiques and other personal accessories in office of Victor Emanuel, President of Avco Corp., reflect "individuality."

OFFICES HAVE "PERSONALITIES," TOO

Which of the four basic types is yours?

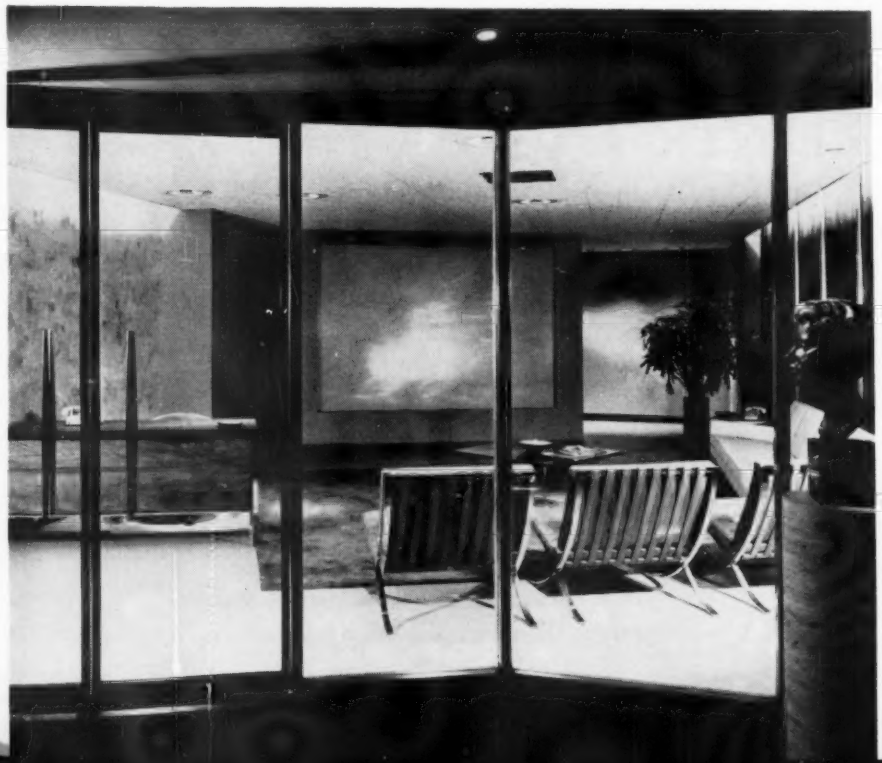
By MARY D. LYONS

OFFICES, like people, have personalities—personalities which include all the special quirks and characteristics most often attributed only to human beings. An office may be unique or it may be a stereotype—it may be colorful or dull. And as a human being can be charming, boring, or even offensive, so can an office. Usually, however, most offices will fall into one of four fairly conventional personality types: (1) the "indifferent" (2) the "corporate" (3) the "individual" or (4) the "industrial."

It is not really necessary to dwell too long upon the first type—the office with the "indifferent" personality. This type of office is usually dashed together in a devil-may-care manner (with some effort, of course, exerted toward economic practicability). It is usually comprised of a desk (of uncertain period)—almost always an "extra" which has long stood stagnant in somebody's warehouse; chairs of the same type; and drapes, indifferently put together by somebody's wife or sister. There may be air-conditioning, of course, and good lighting, but the atmosphere is still purely "indifferent." It is a place where someone works, and it does not attempt to be anything else. The indifferent office actually went out of style sometime during the forties, but although passé, it still manages to linger on all too frequently.

The second type of office personality is the one most strongly emphasized today by modern office design—the office with the "corporate" personality. This office is usually professionally decorated to be uniform, impersonal, and attractive. It is designed to reflect the personality of the company—the "corporate" personality. It is the office of "The Organization Man"; it may also have a sprinkling of Vance Packard's status symbols, for the anonymity and uniformity of the office with the "corporate" personality does not exclude stratification, nor does it discount prestige symbols such as couches, carpeting, windows—and the

Office above has "corporate" personality. Note desk and conversation areas; also furniture of modern-conservative type.



Example of office with "industrial" personality is reception room of Clairol, Inc., hair-coloring firm which employs "Lumia" color screen to "reflect" firm's products.

still highly coveted key to the executive men's room.

The corporate office, does, however, strive for democracy within echelons. Offices are available in a sort of "package deal" and no junior vice president's office is larger, has more windows or more expensive carpeting than any other junior vice-president's office. This policy continues all the way down the executive line.

The office of the corporate image may seem almost deliberately designed to squelch any individual tastes in its purpose of creating an all-over company atmosphere. In fact, any personal idiosyncrasies which do happen to crop up are thought by some to spoil the "working-together-as-a-team" attitude—the "esprit de corps" of the company. Even the "man at the top" who most certainly has either earned or inherited the right to his particular choice in decor, is told by work design authorities that it would be defeating his own purpose to expose any personal tastes. (He, after all, is supposed to epitomize the corporate image.) Other reasons given for this lack of condoning individual expression is the fact that the turnover of the rank and file executive is fairly frequent, and it would be extremely silly from a financial viewpoint to design offices individually for persons who in all probability will not be permanent occupants.

Most executive offices of the corporate type might be said to consist of half office and half living room. The desk section of the office exists, ostensibly, for working. The purpose of the conversation area, which is usually composed of a coffee table, couch, and several chairs, is to provide a setting conducive to executive chats. The coffee table in this area is, today, often round, as are many of the larger tables used in conference rooms.

Reception room of F. B. Ayer simulates interior of plane.

All part of the "team"

The psychological value of roundness is basically democratic—the theory being that the round table suggests that all are part of the team, and the boss is simply a kind of discussion leader.

The uniformity in the furnishings of the "corporate" office is apparent in many ways. Modern furniture of conservative flavor, and innocuous prints processed to look like oils are just two of the oft-prescribed

Massed array of spiritous beverage on display at Seagram's imparts "industrial" aspect to reception area.

Even the wastebasket can go—there's one inside *this desk*

How to be a "*clean desk*" man

New "Clutter-Proof" Desk has ingenious ability to lend a hand to a man at his work

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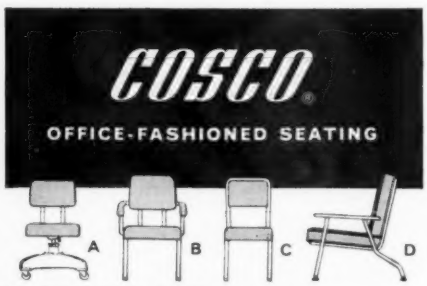

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corporate elements. Desks and credenzas are often equipped with electronic devices. One such gadget is a rheostat which turns up the lights over the desk area for reading, and lowers them for talking, over the conversation area. (Some wags have noted that the rheostat is especially effective in lighting the portrait of the president, which is often found hanging over the conference table in the company board room. And if the table happens to be too democratically round, it is said, the lighted portrait manages, rather awesomely, to redistribute the equality in more satisfactory proportions).

The uniformity characterized by the corporate office may or may not extend to the office of a company's chief executive. While his office is usually larger than those of his "teammates," it often has, as was noted, the same atmosphere of impersonality that marks the others. However, a president or chairman is usually entitled to have any type of office he wants, and many of them do not feel they will be "defeating their own purpose" or curdling the "esprit de corps" of the company by expressing their individual tastes.

The "individual" office

Whereupon Personality Type Three, the "individual" office, comes into view. Since the very nature of the "individual" office depends upon its uniqueness, it can perhaps best be explained by describing a few of its species.

The office of Victor Emanuel, Chairman and Director of Avco Corp., 750 Third Ave., New York, falls into this category. The general offices of Avco Corp. were planned, designed, and decorated by Peter Schladermundt Associates. The decorating of Mr. Emanuel's office, however, was supervised by Mr. Emanuel in order to include the antiques, furnishings, and accessories of his choice. Mr. Emanuel's office is filled with a handsome selection of pieces from various periods—many 18th Century, and practically all English—rather than with the modern-conservative furnishings which mark the office of the corporate personality. His office also makes excellent use of color. Neutral shades of blues,

greens, and beige prevail through the room. And instead of rather inconspicuous prints, Mr. Emanuel has a variety of Lionel Edwards' "Horse and Hound" prints. The Edwards' prints, perhaps more than anything else in the office, reflect Mr. Emanuel, the man, because he is an active member of the U. S. Turf and Field Club. And while he lived in England between 1927 and 1934, he was Master of Woodland Pytchley Hounds, a hunting club, and later Joint Master of The Pytchley Hunt. Mr. Emanuel's office is also distinguished by a photograph autographed by President and Mrs. Eisenhower.

Another example of "individuality" is the office of Hanns Ditisheim, Swiss-born banker and recent acquirer of United Stockyards Corp. He shares his offices with Marvin Kratter, a real estate syndicator. At his end of the suite, Ditisheim has installed an exercise bar; at his end, Kratter has a built-in Turkish bath.

The "industrial" office

Before exploring more offices of the "individual" type, it would perhaps be best to explain the fourth type of office personality—the "industrial." It reflects directly, either in the reception room, or some other area, the exact nature of the firm's business. Perhaps the reception room of Frederick B. Ayer & Associates, Inc. is one of the best examples of the office with the "industrial" personality. The business itself is one of aircraft buying, selling, trading, and financing—the business of buying surplus piston transports from the major trunk carriers as they move into the jet age. These airplanes, still in good condition, are then re-sold or leased. As one steps into Fred Ayer's reception room, it would be impossible not to recognize his business, for as soon as one has opened the glass doors of the firm's new office, he is "aboard" the company's new Convair-Ayer-Liner demonstrator. The reception room, in part, has been imaginatively designed to simulate the interior of the plane which the company uses to show major corporations the practicability of converting the commercial

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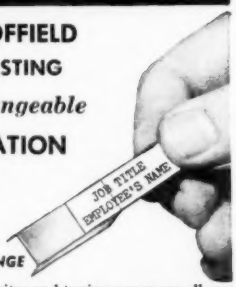

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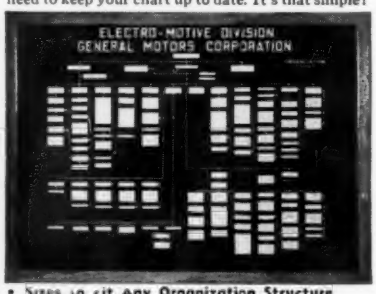

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version of the Convair 240 into a modern executive aircraft.

The room is the only one of its kind ever constructed. Executive aircraft chairs, seat belts, a couch, a folding boardroom table and other furnishings have been designed and built to complete the illusion. There is even a stewardess-receptionist wearing a specially-designed Ayer uniform. Michael Saphier Associates, designers, built the prototype airplane lounge of wood rather than the usual aluminum framing. Otherwise, it is a duplicate of the Executive Ayer-Liner interior, the same furniture, fixtures and materials.

For practical purposes, the reception room serves as an instant on-the-ground demonstrator for the prospective purchaser.

Office may have duo-personality

Some offices combine both "individual" and "industrial" personalities. One is the office suite of Joshua Logan, located in the Riverhouse at 435 E. 56th St., New York, overlooking the East River. Mr. Logan, playwright, director, and producer, famous for such plays as "Mister Roberts," "South Pacific," "Picnic," and "Sayonara" has a self-designed office and as one steps into Mr. Logan's office, he sees the world of the theater unmistakably reflected in every corner of the room. This is especially true of his main office—the conference area—a room of infinite charm. An old Steinway (about 1912) occupies one corner of the room—the same piano upon which Richard Rodgers composed Sayonara while Mary Martin sang. Much of the room's furnishings have been supplied from play settings. And as the play changes, so does much of Mr. Logan's decor.

Any resemblance between Mr. Logan's offices and the conventional place of business centers mainly on his dictating machines. (His staff claims that he is quite partial to them, and carries one with him practically everywhere.) Mr. Logan's offices thus reflect not only his medium (or industry), the theatre, but also Mr. Logan, the man.

The office of Helena Rubinstein, founder and president of Helena Rubinstein, Inc., the famed cosmetic firm, is another which reflects both the industry and its occupant. Like her home, which was described in *Life* not long ago, Miss Rubinstein's office, which she designed herself, is done in pink. The walls are mauve; her curtains are pink and white striped. Carpeting is of deep rose. The four-windowed office has marble ledges under each window upon which are placed small modern sculptures and plants.

Miss Rubinstein's office reflects a combined air of quiet elegance and

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space. Cabinets in her office house stationery and product samples, lipsticks, creams, and especially, her treatment products.

The chandelier in her office, a combination of clear glass, pink roses, and blue bows, looks down on 17th Century Venetian furnishings. There is a 17th Century Venetian mirror on the wall, ornately carved and of dull finish. She has a heavy dark wood desk hand-carved in an ornate design, and a chest and four chairs. Miss Rubinstein also has several Matisse prints on her walls, and a colored lithograph by Max Ernst. Her library consists of many books on beauty, drugs, medicine, diet, food, perfume, gardens, painting, insurance, and Israel.

An architect's opinion

According to Mr. J. Gordon Carr, of J. Gordon Carr and Associates, architectural and designing firm, many corporations which have offices designed for "the job" rather than "the man" allow individuality in offices to be expressed through personal accessories rather than built-in features. Mr. Carr also expressed the opinion that top offices in certain types of corporations, especially family businesses, can be unqualifiably designed to individual taste, because the occupants of such offices (usually members of or descendants of the founding family) have a stature in the company which is completely separate from those occupying the rest of the offices. In such instances, this type of office may become almost a kind of "home away from home" for its occupant. Mr. Carr described one such office as having a built-in TV, hi-fi, and tropical fish tank.

Who is the master?

Because man has always been strongly influenced by his surroundings, it might be wondered just how much the personality of an office does, after a while, impose itself upon its occupant. For instance, just how indifferent does the man in the indifferent office become? How atypical does the man in the "individual" office eventually appear? How commercially-minded the occupant of the "industrial" office? One hopes it is *the man* who will always manage *the office*—and never vice-versa!

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The Century Boat Company, Manistee, Mich., designer and builder of distinctive inboard runabouts and pleasure craft, mails out over 300 monthly statements to dealers all over the country. In the past, these statements were prepared by hand from ledger books once a month. This involved going back over the whole month's records: a time-consuming operation, with the ever-present risk of copying errors. Billing was slow, and collections were held up.

Now, by using a simple, well-designed form, Century keeps each statement up-to-date, with all changes and credits listed as they are posted to the permanent accounts receivable ledger card. All records are an automatic by-product of posting, and there is no need to prove ledger and statement. A single writing on a regular bookkeeping machine does the trick. Errors in copying are eliminated. Preparation time has been cut by 16 hours each month. The form is a Moore 2-part Carbon Ready Statement with Ledger Card. As Mr. Leonard Holmes, Secretary-Treasurer of the company, says, "There's no lag in our billing now. These Moore forms help us get our statements in the mail 10 days earlier. They're more accurate, too, and easier to make up. The forms have given us real control of our accounts receivable."

There are Moore forms of all kinds, system-designed by the Moore man for every application in every kind of business. Whatever the size or nature of *your* business, the Moore man can help you get better control through controlled paperwork. Look him up in the Yellow Pages of your telephone book, or write the nearest Moore office.

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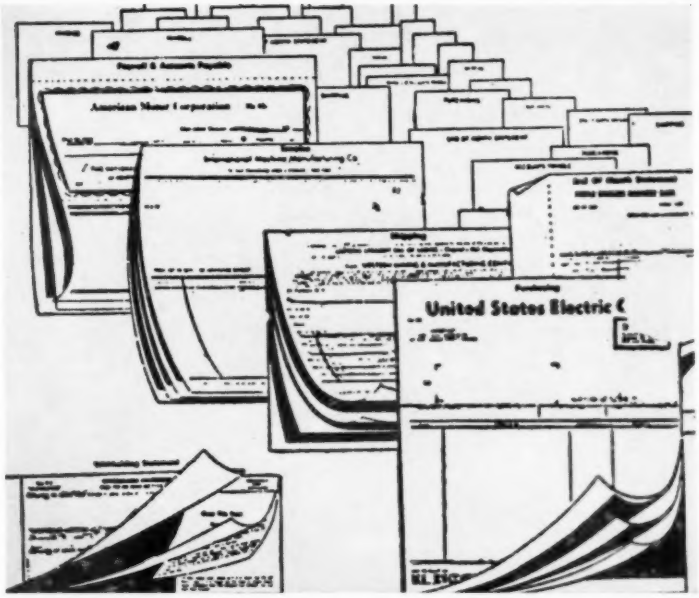


Snap-apart forms are now available to meet a wide variety of office needs.

FIVE WAYS FORMS HELP MANAGEMENT

Here is a look at new developments surrounding this vital systems tool

By LYNE S. METCALFE

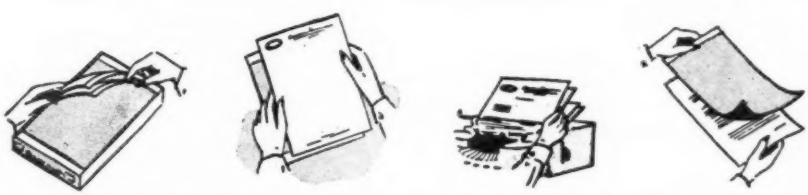
TODAY, the ever-widening use of printed business forms has reached almost the entire range of American business—large and small—and has become a vital factor in modern commercial printing.

This development of *uniform* aids has been largely the result of increasing demands for greater efficiency, speed, and reduction in costs of accounting and routine business practice. This uniformity, while of course, always limited, and subject to adaptations to particular needs in record-keeping and accounting, has long been a subject for close study by the printing industry.

Even in the smallest offices or shops, progress in this field has been recognized—that efficient and low cost recording and record-keeping is a factor of primary importance in operating at a profit, and in the discovery and prevention of operating waste.

More and more, the business machine in its many forms and purposes, with or without the standardized paper form, has tended to increase this efficiency, and lower costs. (*To Page* 85)

This is one of the last articles written by Mr. Metcalfe before his death last year. He was a noted author on business management subjects



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OFFICE MANAGEMENT

Just what does the use of standard or adapted forms mean to the office, and to the industry supplying them? Recent surveys have indicated:

a) Savings in turnover of office personnel, and volume of desk-work time spent by personnel.

b) Reduction of paper work costs at a time when office payrolls are soaring.

c) Speed plus accuracy.

d) Quicker references to records.

e) More satisfactory customer and supplier relationships.

New standards for gathering and recording office and field data with speed and accuracy have been set by these office machines, which also involve the use of standard or specialized paper forms. Yet, many of the same advantages are said to be inherent in the wide range of business forms generally.

Said Garner Dunkerley, Jr., President, Ennis Business Forms, Inc. to the writer:

"The important thing is *accuracy* –every business is after that in its record-keeping. Modern business forms insure greater accuracy in any business, for the simple reason that in most instances one writing serves the purpose. Where several people record the same information, you are pretty sure to have errors, and errors may be costly.

"Then too, much *time* can be saved in almost any business operation when business forms are used, as against old style manifolds and salesbooks, and today, there are interleaved with one-time carbon, ready for instant use.

"In addition to that, repetition is reduced, if not entirely eliminated over old methods. For instance, an order can be written, and, at a subsequent date—priced and invoiced on the identical form without the need to rewrite all the data needed.

"In their many variations and special arrangements, these forms can be tailored to fit each and any business situation."

Though the range of business forms is steadily widening as business machines take over more and more office routine, the most generally used classifications of these forms include: (a) registered forms, (b) continuous forms, (c) snap-a-part unit sets, (d) tags, (e) salesbooks (retail and wholesale), (f) cashier pad forms, (g) restaurant checks, (h) manifold books, (i) tellers' cash tickets, (j) bills of lading and shipping record forms.

The case of multicopies

With business forms, these are now made in one writing, which provides all operating needs—copies for management, for files, for acknowledgements, for packing slips, and so on. Then, too, forms are *cleaner* to use. In other words, the work is free from defacement by carbon "smudge" on hands, on clothes, or on working paper itself. Handling of carbon sheets is unnecessary with the manifold system.

However, it is generally agreed by office people, that one of the most important factors in the proper use of business forms of the modern type is the higher degree of *systematization* that has proven possible. This is due very largely, it is said, to the multicopy form with its present wide applications. The fact is that one of the important steps in the design and production of the multicopy form, is the assembly of these forms so that they are all ready when they reach the user's office.

As an example, take the use of continuous typewriter statement forms. The typist has only to insert the form into the machine *once*. Otherwise, the form must be inserted for each individual customer billing.

Also ranking high in importance in the development of forms has

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This is done by the operator on equipment *permitting* high speed, and can be performed automatically from cards already existing, by means of the method known as "marked sensing," which means that the holes are punched automatically. The machines in return "read" these holes, and perform the needed operations to furnish the desired results.

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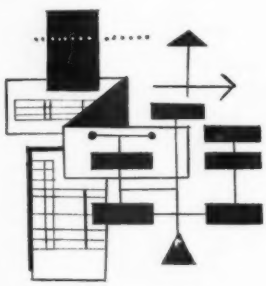
In keeping pace with the paperwork needs of business and industry, designers see ever-widening applications in this field, to meet old and new problems facing the businessman and office executive.



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Rates: Minimum 20 words $5.00. Each additional word 25c. Payable in advance. Address replies to all Box Number ads c/o OFFICE MANAGEMENT, 212 5th Ave., New York 10, N. Y.

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FOR SALE: BURROUGHS SENSIMATIC Bookkeeping Machine Series 300 and Cummins Perforator Model 321. Machines in excellent condition. Aluminum Shapes, 9000 River Road, Delair, N. J.

FOR SALE: TWO "NATIONAL" 142 Printers less than four years old in excellent condition. Will accept best offer. O.M. 330.

FOR SALE: 85 NATIONAL and Post Heavy Duty 11 x 17 Black Binders. Catalog #9588½ and #257-65. Good condition. Make offer. Office Manager, New Idea Division, AVCO Corporation, Coldwater, Ohio.

PHOTOSTAT MODEL JUNIOR COPIES subjects up to 14 x 18 inches. Excellent for blueprints. Milwaukee Gear Company, P. O. Box 3615, Milwaukee, Wisconsin.

SALE: FACTORY DEMONSTRATOR ELECTRIC 2 in 1 Folding and Letter Opening Machine. Fully guaranteed. Regular price $432.50, yours for $198.50. Lansdale Products, Box 568, Lansdale, Pa.

FOR SALE: MONROE BOOKKEEPING Machine #156662-209-235-191 complete with stand. O.M. 333.

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SYSTEMS SPECIALIST NATIONALLY KNOWN management consulting organization needs man with BBA or BS in accounting to work with clients throughout U.S.A. and Canada. Minimum of 3 years experience in public utility accounting and/or systems methods and procedures required. Send resume and salary requirements in first letter. Replies confidential. O.M. 329.

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REDUCE TURNOVER, LOWER TRAINING costs by testing job applicants. No client too large or too small. Details free. Guidance Associates, Haypath Road, Plainview 15, New York. Established 1938.

Use Readers' Inquiry Coupon on Page 88

CATALOGS, Booklets

Duplicating Machine (1)

Gestetner Duplicator Corp., 216 Lake Ave., Yonkers, N. Y. Illustrated brochure on the company's new "300 Series" of stencil duplicators styled by Raymond Loewy Associates. The automatic model 360 features edge-to-edge printing, Continumatic inking, and an automatic paper jogger.

Adding Machine Instructions (2)

Victor Adding Machine Co., 3900 N. Rockwell St., Chicago 18. Booklet contains instructions on how to multiply and divide with a standard adding machine. Also included is a four-place reciprocal chart for basic reciprocal division.

Space Planning Kit (3)

Tab Products Co., Planning Aids, Dept. OM, 995 Market St., San Francisco. Company offers a planning kit consisting of a scaled planning grid and pressure sensitive templates of new shelf-type Spacefinder files.

EDP Equipment (4)

Dykor Systems Div., Digitronics Corp., Albertson, L. I., N. Y. A four-page brochure describes custom-tailored, solid-state electronic data processing equipment.

Electronic Computer (5)

Royal McBee Corp., Data Processing Div., Port Chester, N. Y. Catalog sheet S-482 gives complete specifications for the RPC-4000 electronic computing system consisting, basically, of the transistorized computer and a punched paper tape typewriter input-output unit.

Filing Cabinets (6)

Remington Rand, Division of Sperry Rand Corp., 315 Park Ave., South, New York 10. A new and illustrated 12-page brochure describes the Aristocrat IV line of filing cabinets.

Check Processing Equipment (7)

Cummins-Chicago Corp., 4740 North Ravenswood Ave., Chicago 40. Illustrated booklet depicts the Perf-O-Data processing equipment for banks. The equipment, a writer, sorter, and reader, is said to eliminate the manual steps required in processing bank documents for recording.

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Please send me details of the Chicago Seminar and Business Show.

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*T. M. Reg.

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Ask your local stationer or office equipment dealer to show you how Guide-O-folders will solve your filing and finding problems.

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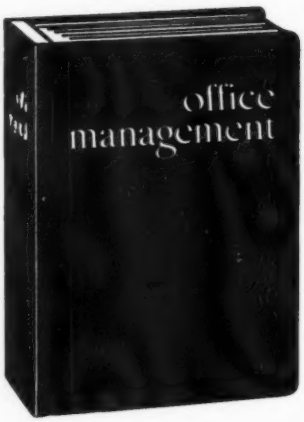

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Title.....

Company.....

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City.....Zone.....State.....

Number of Office Employees (all departments).....

OFFICE MANAGEMENT
212 Fifth Ave., N. Y. 10, N. Y.

•

February 1960 issue
This inquiry form good
Until March 15, 1960

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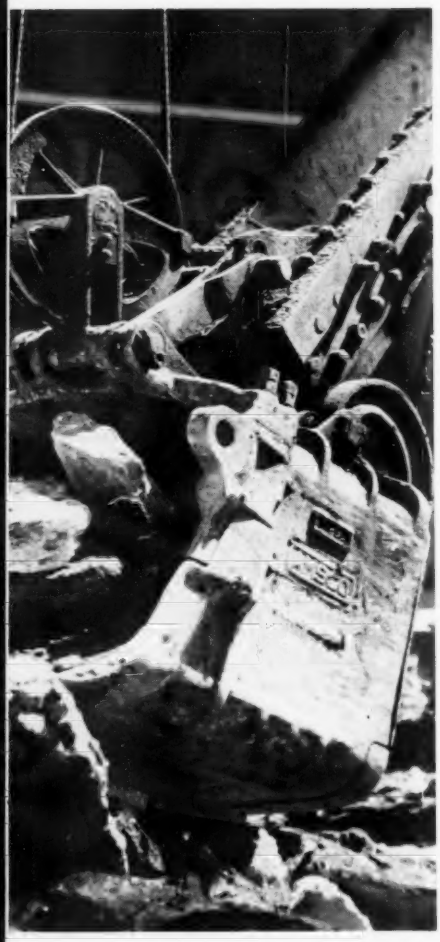

THE GOOD NEIGHBOR POLICY

FIFTY years ago, the construction of an office building may have been viewed as an important contribution to the life and commerce of a community, but by and large it was accepted for what it was—an office building, a place of business, and nothing more. It took its place beside other buildings, and that was that.

Today, the arrival of an office building is not merely of community "interest"; it's more like a community *event*. Indeed, it's not strictly a building but a *project*. There is the main edifice, still a place of business to be sure—but also, more often than not, a proud, towering, pleasing asset to the community. There is also, more often than not, a restful public plaza, with benches, landscaping, statuary, fountains. It is the embodiment of a goodwill-building policy on the part of management—a kind of "good neighbor" policy between the company and the whole community.

Is this the end of the story? Have management's community relations reached the full limits to which they, reasonably, could or should develop? It seems to us they have not. The role of the office in the increasingly complex drama of city life seems destined to become far more involved in the problems of that life than ever before.

The problems of downtown deterioration, overcrowding, slums, crime, traffic congestion, parking, commuting and a horde of others—already, to a degree, concerns of management—will press upon it with unrelenting urgency in the not too distant future.

Civic planners, now grappling with these matters, call for "total" approaches to their solution—total in the sense of geographic region, total in the sense of full participation from all segments of society. Just as the transportation problems of a great metropolitan area cannot adequately be overcome without the combined efforts of all the cities and towns within that area, neither will the blight and congestion of cities be overcome without the coordinated help and planning of all its forces—corporate management very much included. Park Avenue is impressive indeed, but the slums a few blocks away are too close and too wretched to ignore forever. Especially if one wants to be a good neighbor.